

**REGIONAL DISTRICT OF NANAIMO
COMMITTEE OF THE WHOLE
REVISED AGENDA**

**Tuesday, October 8, 2019
Immediately following the Special Board Meeting
Board Chambers**

This meeting will be recorded

	Pages
1. CALL TO ORDER	
2. APPROVAL OF THE AGENDA	
3. ADOPTION OF MINUTES	
3.1 Regular Committee of the Whole Meeting - September 3, 2019	4
That the minutes of the Regular Committee of the Whole meeting held September 3, 2019, be adopted.	
4. AWARD PRESENTATION	
4.1 Excellence in Biosolids	
5. DELEGATIONS	
5.1 Joan Merrifield, President, Gabriola Museum, re Annual Report	10
6. CORRESPONDENCE	
*6.1 Eve Flynn, Chair, Board of Education, School District No. 69, re Invitation for RDN Representation on Ballena's Track Renewal Steering Committee	11
7. COMMITTEE MINUTES	
That the following minutes be received for information:	
7.1 Drinking Water and Watershed Protection Technical Advisory Committee - September 10, 2019	12

8. STRATEGIC AND COMMUNITY DEVELOPMENT

8.1 Property Maintenance and Management Services Contract 15

That the Regional District of Nanaimo enter into a contract with NAI Commercial, Central Vancouver Island Ltd. for a three-year term beginning November 1, 2019, with an option to extend up to an additional two years, for the management of building and property maintenance and other related services for the Main Administration Office building, Transit Administration building, and off-site premises including transit exchanges, respites and bus shelters, at total contract value of \$614,971.00.

8.2 Regional Growth Strategy Review - Options for Proceeding 18

That the Board proceed with Option 2 – full Regional Growth Strategy (RGS) review and that a report be prepared to the Board on a Consultation Plan for the review

8.3 2019 - 2020 Operational Plan Update 25

That the Board endorse the Regional District of Nanaimo 2019 - 2020 Operational Plan Update.

8.4 Electric Vehicle Service Area 249

1. That the Board direct staff to draft service area and reserve fund bylaws to create a new service area for the ongoing operations, maintenance and procurement of electric vehicle charging stations for Electoral Areas B, E, F, G and H.

2. That \$6,575 be included in the 2020 budget to cover six months of operational costs following procurement and installation.

3. That staff be directed to proceed with an alternative approval process for establishment of a new electric vehicle charging station service.

8.5 Corporate Carbon Neutral 2032 Plan 252

That the Board approve up to \$50,000 to be allocated from the Corporate Climate Action Reserve Fund to prepare a Corporate Carbon Neutral 2032 Plan.

9. REGIONAL AND COMMUNITY UTILITIES

9.1 Bay Avenue Pump Station Upgrade – Detailed Design Award 254

1. That the Board approves the award for Detailed Design of the Bay Avenue Pump Station Upgrade to Koers & Associates Engineering for \$454,847 (Excluding GST).

2. That the Board approves a management reserve of \$45,485 (10% of the contract price) in order to accommodate additional expenses that may be incurred during the Detailed Design Phase of this project.

10. BUSINESS ARISING FROM DELEGATIONS

11. NEW BUSINESS

12. IN CAMERA

That pursuant to the following sections of the *Community Charter* the Committee proceed to an In Camera meeting:

- 90(1)(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- 90(1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public; and
- 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting.

13. ADJOURNMENT

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE REGULAR COMMITTEE OF THE WHOLE MEETING**

**Tuesday, September 3, 2019
3:00 P.M.
Board Chambers**

In Attendance:	Director I. W. Thorpe	Chair
	Director B. Rogers	Vice Chair
	Director K. Wilson	Electoral Area A
	Director V. Craig	Electoral Area B
	Director M. Young	Electoral Area C
	Director L. Salter	Electoral Area F
	Alternate	
	Director J. Stanhope	Electoral Area G
	Director S. McLean	Electoral Area H
	Director L. Krog	City of Nanaimo
	Director S. Armstrong	City of Nanaimo
	Director D. Bonner	City of Nanaimo
	Director T. Brown	City of Nanaimo
	Director B. Geselbracht	City of Nanaimo
	Director E. Hemmens	City of Nanaimo
	Director J. Turley	City of Nanaimo
	Director E. Mayne	City of Parksville
	Director A. Fras	City of Parksville
	Director M. Swain	District of Lantzville
	Director B. Wiese	Town of Qualicum Beach
Also in Attendance:	P. Carlyle	Chief Administrative Officer
	R. Alexander	Gen. Mgr. Regional & Community Utilities
	G. Garbutt	Gen. Mgr. Strategic & Community Development
	T. Osborne	Gen. Mgr. Recreation & Parks
	D. Wells	Gen. Mgr. Corporate Services
	D. Pearce	Director of Transportation & Emergency Services
	T. Mayea	A/Mgr. Legislative Services
	J. Schile	Senior Planner
	C. Golding	Recording Secretary
	C. Jefferies	Recording Secretary

CALL TO ORDER

The Chair called the meeting to order and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

The Chair welcomed Lehann Wallace, Electoral Area G, Director Elect, to the meeting.

APPROVAL OF THE AGENDA

It was moved and seconded that the agenda be approved as presented.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Regular Committee of the Whole Meeting - July 9, 2019

It was moved and seconded that the minutes of the Regular Committee of the Whole meeting held July 9, 2019, be adopted.

CARRIED UNANIMOUSLY

DELEGATIONS

Paul Chapman, Executive Director, David Drakeford, Director, and Linda Nichol, Director, Nanaimo & Area Land Trust, re 2019 Activities Report and 2020 Funding Request

David Drakeford and Paul Chapman provided an overview of Nanaimo & Area Land Trust 2019 activities and requested that the funding the Regional District of Nanaimo provides in 2020 be the same as what was provided in 2019.

CORRESPONDENCE

It was moved and seconded that the following correspondence be received for information:

Recycling Council of British Columbia, re Waste Reduction Week in Canada

George Heyman, Minister of Environment, re Opportunity for Improvement: Beverage Container Recovery Rates

CARRIED UNANIMOUSLY

ADMINISTRATION

2020 Board and Standing Committee Regular Meeting Schedule

It was moved and seconded that the 2020 Board and Standing Committee regular meeting schedule be approved as presented

CARRIED UNANIMOUSLY

CORPORATE SERVICES

Bylaw No. 1799 – Alberni-Clayoquot Regional District – 2020 Permissive Tax Exemption

It was moved and seconded that "Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1799, 2019" be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that "Property Tax Exemption (Alberni-Clayoquot Mt. Arrowsmith Regional Park) Bylaw No. 1799, 2019" be adopted.

CARRIED UNANIMOUSLY

Community Works Fund Policy A2.24

It was moved and seconded that the Board adopt the attached Community Works Fund Policy A2.24.

It was moved and seconded that Community Works Fund Policy A2.24 be referred to the Electoral Area Services Committee.

CARRIED UNANIMOUSLY

Quarterly Financial Report – Second Quarter – 2019

It was moved and seconded that the Financial Report for the period January 1, 2019 to June 30, 2019 be received for information.

CARRIED UNANIMOUSLY

Northern Community Sewer Service Area Development Cost Charge Reserve Fund Expenditure Bylaw No. 1800, 2019

It was moved and seconded that "Northern Community Sewer Service Area Development Cost Charge Reserve Fund Expenditure Bylaw No. 1800, 2019" be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that "Northern Community Sewer Service Area Development Cost Charge Reserve Fund Expenditure Bylaw No. 1800, 2019" be adopted.

CARRIED UNANIMOUSLY

STRATEGIC AND COMMUNITY DEVELOPMENT

Vancouver Island Agricultural Adaptation Strategy

It was moved and seconded that the Chair appoint a member of the Board to the Agricultural Adaptation Advisory Committee.

CARRIED UNANIMOUSLY

It was moved and seconded that this report be provided to the Regional District of Nanaimo's Agricultural Advisory Committee for information.

CARRIED UNANIMOUSLY

2018 Regional Growth Strategy Annual Report

Staff provided an overview of the 2018 Regional Growth Strategy Annual Report.

It was moved and seconded that the 2018 Regional Growth Strategy Annual Report be endorsed.

CARRIED UNANIMOUSLY

Island Health Request to Administer Funds for the Nanaimo Community Health Network

It was moved and seconded that the Board approve the Regional District of Nanaimo entering into a service contract with Island Health to provide \$50,000 annually to hire a Coordinator and pay for related expenses for the Nanaimo Community Health Network, subject to the following conditions:

- a. that Island Health, Oceanside Health and Wellness Network, and Nanaimo Community Health Network support a single Coordinator contract for both Community Health Networks;
- b. that the Coordinator's responsibilities include regular reporting to the Regional District of Nanaimo Board and staff to assist with determining how the Regional District of Nanaimo can further contribute to advancing improvements to the health and wellbeing of its citizens;
- c. that the Regional District of Nanaimo charge an administration fee; and
- d. that the contract term with Island Health be 18 months to allow for review of the joint Coordinator model prior to consideration of renewal.

It was moved and seconded that the main motion be amended to remove the words "to provide" and replace with the words "to accept" following Island Health.

CARRIED UNANIMOUSLY

It was moved and seconded that the main motion be further amended to remove the words "to hire a Coordinator" and replace with the words "to provide a contracted Coordinator" following the words \$50,000 annually.

Opposed (4): Director Bonner, Director Brown, Director Turley, and Director Wiese

CARRIED

The vote was taken on the main motion as amended:

That the Board approve the Regional District of Nanaimo entering into a service contract with Island Health to accept \$50,000 annually to provide a contracted Coordinator and pay for related expenses for the Nanaimo Community Health Network, subject to the following conditions:

- a. that Island Health, Oceanside Health and Wellness Network, and Nanaimo Community Health Network support a single Coordinator contract for both Community Health Networks;
- b. that the Coordinator's responsibilities include regular reporting to the Regional District of Nanaimo Board and staff to assist with determining how the Regional District of Nanaimo can further contribute to advancing improvements to the health and wellbeing of its citizens;
- c. that the Regional District of Nanaimo charge an administration fee; and
- d. that the contract term with Island Health be 18 months to allow for review of the joint Coordinator model prior to consideration of renewal.

CARRIED UNANIMOUSLY

REGIONAL AND COMMUNITY UTILITIES

Bylaw No. 1655.10, 2019 – Water User Rates Amendments 2019

It was moved and seconded that "Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.10, 2019" be introduced and read three times.

CARRIED UNANIMOUSLY

It was moved and seconded that "Regional District of Nanaimo Water Services Fees & Charges Amendment Bylaw No. 1655.10, 2019" be adopted.

CARRIED UNANIMOUSLY

BUSINESS ARISING FROM DELEGATIONS

Nanaimo & Area Land Trust, re 2019 Activities Report and 2020 Funding Request

It was moved and seconded that the Nanaimo & Area Land Trust funding request be referred to 2020 budget deliberations.

CARRIED UNANIMOUSLY

MOTIONS FOR WHICH NOTICE HAS BEEN GIVEN

Community Works Funds - Extension Recreation Commission Society

It was moved and seconded that pending approval by the Union of BC Municipalities, up to \$160,000 of unallocated 2020 Electoral Area C Community Works Funds be allocated to the Extension Recreation Commission Society to replace the tennis court with a basketball court.

CARRIED UNANIMOUSLY

IN CAMERA

It was moved and seconded that pursuant to the following sections of the *Community Charter* the Committee proceed to an In Camera meeting:

- 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- 90(1)(g) litigation or potential litigation affecting the municipality;
- 90(1)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- 90(1)(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public;
- 90(1)(m) a matter that, under another enactment, is such that the public may be excluded from the meeting; and
- 90(2)(b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government.

CARRIED UNANIMOUSLY

TIME: 4:20 PM

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

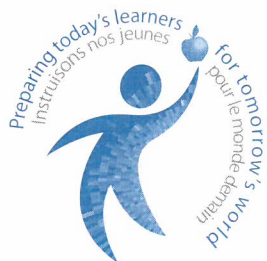
TIME: 5:06 PM

CHAIR

Delegation: Joan Merrifield, President, Gabriola Museum, re: Annual Report

Summary: The Gabriola Museum delegation will share information about the programs and events offered by the Museum to visitors and locals on Gabriola Island. As well, we will let directors know about our new exhibit: Connections From the Ground Up. We will provide an annual report of the Gabriola Museum's activities and statistics on visitor's comments and feedback. There will be a short power point during our presentation. Further documentation will include financial statements and information about our operating costs associated with running the Gabriola museum.

Action Requested: Action that is requested of the Board is to accept our annual report and to continue the funding allocated in 2019 of \$16,000 operating funds for the Gabriola Historical & Museum Society on an annual basis.



SCHOOL DISTRICT No.69 (QUALICUM)

October 1, 2019

Mr. Ian Thorpe, Board Chair
Regional District of Nanaimo
c/o City of Nanaimo
455 Wallace Street
Nanaimo, BC V9S 5J6

Dear Chair Thorpe:

As you know, the Board of Education of School District 69 (Qualicum) has approved a financial commitment of \$200,000 for the renewal/refurbishing of the Ballenas Secondary School track and is seeking community engagement in generating funds to rebuild the track as a an asset to the school district and the community at large.

At its public board meeting of August 27, 2019, the Board of Education passed a motion that created the Ballenas Track Renewal Steering Committee. Terms of Reference were adopted that included having the steering committee take the lead on fundraising toward the eventual goal of \$1 million for a six-lane oval track with eight sprint lanes. It is important to note that engineers have provided viable options for either a six-lane or an eight-lane track, meaning that the steering committee will also be looking to recommend either six lanes or eight lanes based on community need.

I am reaching out on behalf of the Board of Education to invite the Regional District of Nanaimo to consider appointing one elected official and one senior staff representative to sit on the Ballenas Track Renewal Steering Committee. We expect meetings to occur roughly monthly, beginning in mid-November.

Thank you for your continued support of our school district, and for considering this request.

Sincerely,

Eve Flynn, Chair
Board of Education

pc: Dr. Keven Elder, Superintendent of Schools

file: 0530-01

**REGIONAL DISTRICT OF NANAIMO
MINUTES OF THE DRINKING WATER AND WATERSHED PROTECTION TECHNICAL
ADVISORY COMMITTEE MEETING**

**Tuesday, September 10, 2019
12:30 P.M.**

Board Chambers

In Attendance:	R. Alexander	Chair
	V. Craig	Director, Area B
	S. McLean	Director, Area H
	B. Geselbracht	Director, City of Nanaimo
	R. Barlak	BC Ministry of Environment
	L. Cake	Water Purveyors (Coastal Water Suppliers Association)
	A. Fiddick	Environment Community Representative
	P. Jorgenson	Forest Industry Representative
	P. Lapcevic	BC Ministry of Forests, Lands and Natural Resource Operations
	N. Leone	Department of Fisheries and Oceans
	L. Magee	Island Health
	J. Moore	Cowichan Valley Regional District
	H. Rueggeberg	General Public Representative (South)
	W. Shulba	Islands Trust Representative
	M. Squire	City of Nanaimo
Regrets:	O. Brandes	Academic Community Representative (POLIS)
	K. Epps	Forest Industry Representative
	A. Gilchrist	Academic Community Representative (VIU)
	K. Miller	Cowichan Valley Regional District
	B. Silenieks	City of Parksville
	F. Spears	District of Lantzville
	B. Weir	Town of Qualicum Beach
	G. Wendling	Hydrogeologist Representative
	K. Fagervik	Ministry of Transport & Infrastructure
	C. Cole	General Public Representative (North)
Also in Attendance:	N. Clements	Island Health
	S. De Pol	Regional District of Nanaimo
	L. Fegan	Regional District of Nanaimo
	S. Gourlay	Regional District of Nanaimo
	E. McCulloch	Regional District of Nanaimo
	J. Pisani	Regional District of Nanaimo
	C. Simpson	Regional District of Nanaimo
	M. Walters	Regional District of Nanaimo
	R. Graves	Recording Secretary

CALL TO ORDER

The Chair called the meeting to order and respectfully acknowledged the Coast Salish Nations on whose traditional territory the meeting took place.

APPROVAL OF THE AGENDA

It was moved and seconded that the agenda be approved as presented.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Summary Report from Action Plan Update Structured Decision - Making Workshops July 9, 2019

It was moved and seconded that the summary report of the Drinking Water and Watershed Protection Technical Advisory Committee workshops held May 16 and June 20, 2019, be received for information.

CARRIED UNANIMOUSLY

Drinking Water and Watershed Protection Technical Advisory Committee Meeting - April 25, 2019

It was moved and seconded that the minutes from the Drinking Water and Watershed Protection Technical Advisory Committee held April 25, 2019, be adopted.

CARRIED UNANIMOUSLY

PRESENTATIONS

Update on Area F Official Community Plan Water Study

J. Pisani presented to the Committee. The draft report for this study is expected in December 2019, in time for consideration with the OCP engagement proposed to take place in the first few months of 2020.

Update on Area E Phase Three Water Budget

J. Pisani presented to the Committee. This project scope has expanded due to funds allocated from the Province to assist with aquifer mapping and characterization in Area E.

Update on Vancouver Island University Wetland Research

J. Pisani presented to the Committee. This research partnership is in its 4th year and includes mapping, field data collection, and most recently, a proposal for long-term monitoring of key priority wetland sites in partnership with VIU as well as a wetland policy review study still underway.

Update on Monitoring Programs

L. Fegan presented to the Committee. This included an update on the Community Watershed Monitoring Network surface water quality program, the Volunteer Observation Well Network

groundwater monitoring program and hydrometric monitoring partnerships with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Update on Rebates

J. Pisani presented to the Committee. Current year rebate program allocations per area were shared.

Update on Team WaterSmart Activities

S. Gourlay presented to the Committee. Social media campaigns, events, irrigation checkups and workshops were reported on.

REPORTS

Ministry of Health's Drinking Water Officers Guide 2019: Rainwater Harvesting for Potable Use in BC

J. Pisani presented to the Committee and a roundtable discussion occurred.

Draft Drinking Water Watershed Protection Action Plan 2.0

J. Pisani presented the key actions as captured in the Draft Drinking Water and Watershed Protection Action Plan to the Committee and a roundtable discussion occurred on the actions and implementation priorities.

Committee feedback will be incorporated into a revised draft Drinking Water and Watershed Protection Action Plan intended to go to the Committee of the Whole in November.

ADJOURNMENT

It was moved and seconded that the meeting be adjourned.

CARRIED UNANIMOUSLY

TIME: 4:32 P.M.

CHAIR

TO: Committee of the Whole **MEETING:** October 8, 2019
FROM: Tom Armet
 Manager, Building & Bylaw Services **FILE:** 1220-20
SUBJECT: Property Maintenance and Management Services Contract

RECOMMENDATIONS

That the Regional District of Nanaimo enter into a contract with NAI Commercial, Central Vancouver Island Ltd. for a three-year term beginning November 1, 2019, with an option to extend up to an additional two years, for the management of building and property maintenance and other related services for the Main Administration Office building, Transit Administration building, and off-site premises including transit exchanges, respites and bus shelters, at total contract value of \$614,971.00.

SUMMARY

Property maintenance and management services for the Regional District of Nanaimo (RDN) administration building, transit offices and off-site premises including transit exchanges, respites and bus shelters in the City of Nanaimo have been provided by NAI Commercial (formerly DTZ Nanaimo Real Estate Ltd.) since March 2007. Following the expiration of the current contract with NAI Commercial, a Request for Proposals (RFP) was issued, seeking proposals for property maintenance and management services from qualified property management providers. As a result, three companies attended the mandatory site visit of the facilities, and proposals for the RFP were submitted by two qualified firms.

The proposals were evaluated in accordance with the criteria outlined in the RFP and it is recommended that NAI Commercial be awarded the contract for a three (3) year term with an option for a two (2) year extension, commencing November 1, 2019.

BACKGROUND

Property maintenance services for the Regional District of Nanaimo (RDN) main administration building, transit offices and off-site premises including transit exchanges, respites and bus shelters in the City of Nanaimo have been provided by NAI Commercial (formerly DTZ Nanaimo Real Estate Ltd.) since March 2007.

The contract includes janitorial services, grounds maintenance, security monitoring, and overall coordination of building maintenance services such as heating/ventilation/air conditioning (HVAC), electrical and lighting, plumbing, elevator/generator maintenance, fire and safety, snow removal, special projects, etc. The previous contract was for two years and provided for two,

two-year extensions with the mutual agreement of both parties. The contract was subsequently renewed two times and expired on March 31, 2019, with services being provided on a month by month basis pending a public process for soliciting bids for the service and Board approval of a new contract.

A Request for Proposals (RFP) seeking proposals for property maintenance and management services from qualified property management providers was issued on July 10, 2019 and closed on August 22, 2019. The RFP was advertised on BC Bid, CivicInfo BC, and RDN website. As a result, three companies attended the mandatory site visit of the facilities, and proposals for the RFP were submitted by two firms; NAI Commercial (Nanaimo) and Black & McDonald (Vancouver).

Proponents were asked to provide an estimate of costs for each of the three years including janitorial services, grounds maintenance, security monitoring, and management services which includes an annual asset maintenance report. Intermittent services for snow removal, HVAC maintenance, elevator/generator maintenance, electrical and lighting, plumbing, fire and safety, special projects, etc., will be addressed on an as-needed basis and will be invoiced accordingly.

The proposals outlining the annual cost for services from the two proponents is as follows:

Services:	NAI Commercial	Black & McDonald
Cleaning/Janitorial	Year 1: \$88,155 Year 2: \$90,799 Year 3: \$95,583	Year 1: \$224,800 Year 2: \$229,296 Year 3: \$233,882
Grounds/Landscaping	Year 1: \$53,880 Year 2: \$55,740 Year 3: \$57,635	Year 1: \$58,775 Year 2: \$59,950 Year 3: \$61,150
Security/Monitoring	Year 1: \$20,681 Year 2: \$20,681 Year 3: \$20,681	Year 1: \$23,877 Year 2: \$24,355 Year 3: \$24,842
Management Fees	Year 1: \$36,816 Year 2: \$37,800 Year 3: \$38,520	Year 1: \$31,271 Year 2: \$31,896 Year 3: \$32,534
Three Year Total (plus GST):	\$614,971	\$1,036,628

While both firms have extensive property management experience and supplier networks, the NAI Commercial proposal was better suited to the RDN's requirements and priced in range of current budget allocations. The costs proposed by Black & McDonald are considerably higher, particularly in the cleaning/janitorial service. NAI Commercial is well-qualified in property management services, meets all the requirements of the RFP, and has provided overall excellent property management services to the RDN for the past 12 years. In accordance with RDN Green Housekeeping and Green Building policies the proponent will use non toxic,

environmentally friendly products, recycled paper products and implement waste diversion and the collection of compostable materials through their activities. Given the proposal, price and conformity with RDN policies it is recommended that the contract for property maintenance and management services be awarded to NAI Commercial for a three-year term, with an option to extend up to an additional two years, commencing November 1, 2019.

ALTERNATIVES

1. Award the contract to NAI Commercial, Central Vancouver Island Ltd. for a three year term beginning November 1, 2019, with an option to extend up to an additional two years, for the management of building and property maintenance and other related services for the Main Administration Office building, Transit Administration building, and off-site premises including transit exchanges, respites and bus shelters, at total contract value of \$614,971.00.
2. Provide alternate direction.

FINANCIAL IMPLICATIONS

The annual cost of services proposed by NAI Commercial falls within current budget and future allocations. The budget also provides funds for the variable costs of intermittent servicing, repairs and special projects.

STRATEGIC PLAN IMPLICATIONS

Growth Management - Provide effective regional land use planning and responsible asset management for both physical infrastructure and natural assets.



Tom Armet
tarmet@rdn.bc.ca
September 27, 2019

Reviewed by:

- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

TO: Committee of the Whole**MEETING:** October 8, 2019**FROM:** Jamai Schile
Senior Planner**FILE:** 6780.30**SUBJECT:** Regional Growth Strategy Review - Options for Proceeding

RECOMMENDATIONS

That the Board proceed with Option 2 – full Regional Growth Strategy (RGS) review and that a report be prepared to the Board on a Consultation Plan for the review

SUMMARY

Since the Board directed focused RGS review was initiated in 2018, additional regional priorities have been identified in the Board Strategic Plan, including undertaking a full RGS review. Three options are presented for the future RGS review. Option 2 provides an enhanced scope that incorporates the policies relating to climate change and transportation, while striking a balance between the timing of the review and cost. For this reason, Option 2 is the recommended approach for proceeding with a full review of the RGS.

BACKGROUND

An RGS is a local government strategic plan, mandated under the *Local Government Act*, “to promote human settlement that is socially, economically and environmentally healthy and that makes efficient use of public facilities, land and other resources”. An RGS links land use and infrastructure planning.

First adopted by the Regional District of Nanaimo (RDN) in 1997, the RGS has undergone two full reviews. The most recent review undertaken from 2008 to 2011 and utilized the 2006 State of the Sustainability Report and the 2007 Recommendations for a Sustainable Future to better address the vision for a sustainable region. This review resulted in the adoption of the Regional Growth Strategy Bylaw No. 1615, 2011¹, which is grounded in a broad range of sustainability principles, goals and policies to support long-term community planning.

RGS Five Year Review

The *Local Government Act* sets requirements for regional districts with adopted regional growth strategies to consider a review at least once every five years. This requirement was most recently met on February 27, 2018 when the Board reviewed the findings of a preliminary review or “scoping” exercise and passed the following motions to proceed:

¹ Regional Growth Strategy Bylaw No. 1615, 2011 www.rdn.bc.ca/regional-growth-strategy-bylaw

1. *That the Board proceed with Option 3 – Focused Regional Growth Strategy Review*
2. *That the Board direct the preparation of a Consultation Plan for a focused Regional Growth Strategy Review.*

On July 10, 2018 the Board approved RGS Consultation Plan by passing the following motion:

- *That the Board adopt the Consultation Plan for the Focused Regional Growth Strategy Review.*

Subsequently, a RGS webpage was launched to publicly share general information, pertinent documents, and updates on the RGS review www.getinvolved.rdn.ca/RGSreview

Regional Housing Capacity Study

Based on the findings of the 2017 RGS Annual Report², the Board supported the recommendation to include RGS Goal 6 - Facilitate the Provision of Affordable Housing and related policies into the focused RGS review program by passing the following motion:

- *That the Regional Growth Strategy policies relating to affordable housing be included in the approved Focused Regional Growth Strategy Review.*

In December 2018, the RDN initiated a sub-project of the focused RGS review known as the Regional Housing Capacity and Gap Analysis. The study is currently underway and when complete the findings will be used to evaluate and update policy options to promote housing affordability.

RDN Board Strategic Plan

On May 28, 2019, the Board adopted the 2019 - 2022 RDN Board Strategic Plan. One of the key strategic areas and related actions relevant to the RGS is:

- Growth Management, with the goal to provide effective regional land use planning and responsible asset management for both physical infrastructure and natural assets.
 - Action 4.3 Conduct a full review of the Regional Growth Strategy

This new direction provides an opportunity to consider the scope of the current RGS review program against the key strategic areas set out in the Board's Strategic Plan to ensure continued coordination between these two key documents.

Three options are provided for proceeding with an RGS review (see Attachment 1 – Summary of Options for Reviewing the RGS). Each option considers the scope of policy areas to be reviewed as well as associated resources needed to carry out the work. Time and cost estimates are based on past and current experience, but do not include future emerging issues, such as a request from a member municipality or private entity to amend the RGS bylaw in addition to the review process. Depending on the nature of the request, it may be of benefit to incorporate it into the RGS review process or consider it separately. Either approach has

² RGS Annual Reports 1998 to 2018 are located on the RDN webpage: www.rdn.bc.ca/rgs-progress-reports

implications for the scope, resources and timelines needed to maintain the current level of service required to implement the RGS and to undertake a review of the RGS bylaw. If such matters arise, the Board will be provided with an update and recommendations for proceeding.

Option 1 – Focused RGS Review (current)

The purpose of the focused RGS review includes the following areas:

Meet Local Government Act requirements: The Act requires a periodic review of the RGS, with a review to be considered at least once every five years. For the purpose of the review, a regional district must adopt a Consultation Plan that provides opportunities for early and on-going consultation throughout the review process.

Review of policies and processes by subject areas:

- Select Land Use and Servicing Policy Review - The preliminary review identified an opportunity to update select land use and servicing policies that currently limit the potential of intended planning approaches to support more sustainable rural development patterns, specifically Rural Village Centres and Alternative Forms of Rural Development.
- Housing Policy Review
- Implementation Process Policy Review – to consider if the Criteria for Minor Amendments and amendment process requires further revision.

Continued collaboration: The development and implementation of a RGS requires collaboration with all levels of government and especially the regional, local and provincial authorities. The RGS review is designed to continue the collaborative efforts through working directly with municipal staff as noted in the Consultation Plan.

Improved implementation: Through the implementation of the RGS bylaw, several of the measures (indicators/targets) used to monitor the RGS have been challenging to implement and need to be reviewed to determine if there are more suitable alternatives. In addition, the majority of the RGS implementation items have been completed or are considered on-going activities indicating that the implementation plan should be updated.

Required information updates: Since the RGs was last adopted in 2011, new information has become available, such as census data and changes to references to legislation and other sources that are scheduled to be updated.

Approach to engagement: The current RGS review Consultation Plan is focused on affected local governments, key stakeholder and approving bodies while maintaining ongoing opportunities for all residents to learn about the review process and to provide input through the RDN Get Involved webpage, by contacting staff and the public hearing process.

Timeline and cost: The current focused RGS review program budget is up to \$75,000 with combined staff time of 1.0 full time equivalency (FTE) of which 0.5 FTE is an additional resource with an estimated cost of \$50,114. Overall, the program is progressing within the updated timeline and is scheduled to be completed by the end of 2020.

Option 2 – Full RGS Review

The second option incorporates Option 1 and considers the key strategic areas in the 2019 – 2022 Board Strategic Plan to provide an enhanced program with additional subject areas and a formal approach to continue collaboration between jurisdictions. Option 2 includes an expanded series of policy reviews by subject area, consistent with the RGS Goals, to identify any gaps and opportunities for improvement. The policy reviews are designed to be supported by a combination of technical assessment, policy analysis and engagement activities to generate innovative ideas to further policy development as follows:

Review of policies and processes by subject areas:

- Climate Change Policy Review –The review would consider how the impacts of a changing climate³ relates to the RGS and how to promote pathways to becoming net zero by 2032. Sub-topic for policy development could include promoting more sustainable and innovative approaches to: infrastructure design (water and sewer), corporate procurement and service efficiency.
- Transportation Policy Review – includes integrating the RDN Transit Future Plan and any applicable developments arising from the proposed Vancouver Island Transportation Plan.
- Select Land Use and Servicing Policy Review (as per Option 1)
- Housing Policy Review (as per Option 1)
- Implementation Process Policy Review – to consider if the Criteria for Minor Amendments and amendment process requires further revision (as per Option 1)

Continued collaboration: Same as Option 1

Improved implementation: Same as Option 1

Approach to engagement: Same as Option 1

Estimated timeline and cost: The review program could be completed by the end of 2021 or early 2022 at an estimated cost of \$100,000 to \$150,000 for consulting that can be funded from existing funds reserved for the RGS review. The combined staff time is 1.3 FTE of which 0.5 FTE is an additional resource with an estimated cost of \$50,114. The enhanced program will require support from external consultants to achieve the timeline and scope, which is reflected in the budget increase.

Option 2 presents a balanced approach to enhancing the review program by including regionally significant matters within available resources. For this reason, it is the recommended approach for undertaking a full RGS review.

Option 3 – Extensive RGS Review

³ Intergovernmental Panel on Climate Change (IPCC), 2018: Summary for Policymakers. In Global Warming of 1.5°C. Special Report www.ipcc.ch/site/assets/uploads/sites/2/2019/05/SR15_SPM_version_report_LR.pdf

The third option is aligned with the review undertaken by the RDN between 2008 and 2011 that resulted in the adoption of the current RGS bylaw. A review of this nature is the equivalent of initiating the development of a new RGS bylaw and would involve all of the components identified in Option 2, plus additional areas resulting in an extended timeline (to 2023) and associated costs. This extended scope would enable a systematic review to identify any gaps and new opportunities or emerging regional issues as follows:

Review of policies and processes (all sections):

- Vision and sustainability principles;
- 11 subject areas (social, environmental and economic) represented by the 11 RGS Goals;
- RGS monitoring program reporting process and 22 Indicators and targets;
- Implementation plan
- Land use maps
- Consider gaps/opportunities to include other regional matters (e.g., health & well-being, equity)

Continued collaboration: As per Option 1 and 2.

Approach to engagement: Broader in scope to seek initial public input and at key stages of policy development as well as on-going engagement with key stakeholders. This expanded scope is reflected in the cost.

Estimated timeline and cost: An extensive review has an estimated timeline of 3 years (2023), which extends beyond the current Strategic Plan. One or more external consultants would be hired to review the policies and processes with an estimated cost of \$250,000 to \$300,000 which exceeds existing budget funds. The combined staff time is 1.3 FTE of which 0.5 FTE is an additional resource with an estimated cost of \$50,114.

In implementing the direction in the RGS and assessing performance through the RGS monitoring program, it is clear that the long-term vision for sustainably managing growth in the region has been advanced. Though there are opportunities for improving identified policy areas, there is a lack of evidence to support the need to undertake an extensive review. For this reason, Option 3 is not recommended at this time.

ALTERNATIVES

1. Receive the report for information and proceed with Option 1, the current focused RGS review.
2. Proceed with Option 2, full RGS review and prepare an updated Consultation Plan.
3. Proceed with Option 3, extensive RGS review and prepare a Request for Proposals and updated Consultation Plan.
4. Provide alternate direction.

FINANCIAL IMPLICATIONS

Funding for the RGS implementation and review is presented in two categories of consulting for studies, technical review and/or assisting with project management depending upon the option chosen; and, staff resources required. These are summarized in Attachment 1.

For staff resources, a 0.5 FTE planner is required for all three options for the duration of the review (2 years). The 0.5 FTE planner is required collectively manage corporate strategic plan priorities for housing (Actions 3.1, 3.2 & 3.3), climate change (Actions 1.2 & 1.3), social wellbeing 8.2). The estimated cost for 0.5 FTE planner is \$50,114 annually.

STRATEGIC PLAN IMPLICATIONS

Proceeding with the RGS review will bring the RDN in compliance with the provincial legislation to consider an RGS review every five years and to update required information. Further to this, proceeding with an update to the RGS aligns with the 2019 - 2022 RDN Board Strategic Plan goal on growth management and corresponding action item to undertake a full review of the RGS.

Growth Management - Provide effective regional land use planning and responsible asset management for both physical infrastructure and natural assets.



Jamai Schile
jschile@rdn.bc.ca
September 24, 2019

Reviewed by:

- K. Fowler, Manager, Long Range Planning, Energy & Sustainability
- G. Garbutt, General Manager, Strategic and Community Development
- P. Carlyle, Chief Administrative Officer

Attachment:

- Summary of Options for Proceeding with RGS Review

Attachment 1: Summary of Options for Proceeding with RGS Review

	Option 1 Focused	Option 2 Full (Recommended)	Option 3 Extensive
Meet LGA requirements	Yes	Yes	Yes
Review of policies & process	Select subject areas: <ul style="list-style-type: none"> • Select land use & servicing • Housing • Criteria for minor amendment • RGS indicators and targets 	Enhanced subject areas: <ul style="list-style-type: none"> • Climate change • Transportation • Select land use & servicing • Housing • Criteria for minor amendment • RGS indicators and targets 	<u>All</u> RGS sections & consider gaps/opportunities to include other regional matters e.g., health & well being, equity, etc.
Continued collaboration	In partnership with member municipalities	In partnership with member municipalities	In partnership with member municipalities
Improved implementation	RGS Indicators & targets & update Implementation Plan	RGS Indicators & targets & update Implementation Plan	RGS Indicators & targets Possible monitoring program & update Implementation Plan
Required information updates	Yes	Yes	Yes
Approach to engagement	Focused, while creating opportunities for residents	Focused, while creating opportunities for residents	Broad, with multiple engagement activities
Staff resources	<u>Existing:</u> 0.1 Manager, Planning 0.4 Senior Planner 0.5 Planner	<u>Requested:</u> 0.3 Manager, Planning 0.5 Senior Planner 0.5 Planner and technical support from external consultant(s)	<u>Requested:</u> 0.3 Manager, Planning 0.5 Senior Planner 0.5 Planner and project and technical support from external consultant(s)
Timeline	2018 to 2020	2019 to 2021 or early 2022	2019 to 2023
Costs (\$CDN)	Consultant Budget \$75,000 Actual (to date) \$62,000 Source: RGS reserve fund 0.5 Planner \$50,114 Source: Service Level Change for 2020-21 budget	Consultant Budget Estimate \$100,000 to \$150,000 Source: RGS reserve fund 0.5 Planner \$50,114 Source: Service Level Change for 2020-21 budget	Consultant Budget Estimate \$250,000 to \$300,000 Source: RGS reserve fund & Service Level Change for 2020-21 budget 0.5 Planner \$50,114 Source: Service Level Change for 2020-21 budget

TO: Committee of the Whole **MEETING:** October 8, 2019

FROM: Geoff Garbutt
General Manager of Strategic and
Community Development **FILE:** 6430-01

SUBJECT: 2019 - 2020 Operational Plan Update

RECOMMENDATION

That the Board endorse the Regional District of Nanaimo 2019 - 2020 Operational Plan Update.

SUMMARY

The 2019-2022 Board Strategic Plan was developed to be a living document that is to be reviewed and updated on an annual basis. As part of the review process, an updated 2019 Operational Plan has been completed see Attachment 1. In addition to summarizing accomplishments from 2018, the 2019-2020 Operational Plan captures high priority actions for the current year and aligns them to a primary strategic goal or priority identified by the Board's Strategic Plan. The 2019-2020 Operational Plan outlines operational 'Task(s)' in order to complete the 'Action(s)' (Initiatives) associated with accomplishing the Board's eight Key Strategic Areas. The 2019-2020 Operational Plan also outlines implementation items and activities to complete, providing a tool for the RDN Board and staff to measure progress on advancing the Board's Strategic Plan.

BACKGROUND

At the RDN, Operational Planning is the process of linking the Board's 2019-2020 strategic focus areas and priorities of the organization with service delivery goals and objectives. Service delivery goals and objectives in this Operational Plan arise from RDN Board resolutions, Board policies and adopted plans, items identified as high priority in strategic planning seminars, legislative and regulatory requirements, staff identified work plan items, and internal process reviews. The operational plan outlines milestones and key tasks required to achieve organizational success, and how RDN staff aim to implement the Board's strategic vision.

This update reveals the considerable extent of work undertaken by the RDN during the September 2018 to July 2019 period. This includes projects that begin and end in 2019, multi-year projects that began prior to 2019, or, that began in 2019 and will continue in future years; as well as notifying the Board of future projects.

To illustrate how the action items listed in the 2019 - 2020 Operational Plan supports the new 2019-2022 Board Strategic Plan, with each action item being attributed to a primary Key Strategic Area:

1. Climate Change
2. Environmental Stewardship
3. Housing
4. Growth Management
5. Transportation and Transit
6. Economic Coordination
7. People and Partnerships
8. Social Well-Being

Within each focus area, several Strategic Priorities are listed. Each has been assigned a primary strategic priority – the one that most clearly advance as a result of the action. The end result of this analysis is a comprehensive overview of priority organizational activities undertaken in or planned to be completed in 2019 that advance the Board Strategic Plan.

It is important to note that many of the high priority action captured in the 2019-2020 Operational Plan may take several years to several years to complete. To address this, the Plan indicates the year key tasks are to be completed when projects extend beyond 2019. Since the first annual Operational Plan was completed in 2017, it has become evident that this document has been a very effective tool and key deliverable in the process to both communicate to the Board on the organizational activities, track progress and improve the implementation of the Board Strategic Plan over time. The attached 2019-2020 Operational Plan represents the continuation of that effort.

ALTERNATIVES

1. That the Board endorse the Regional District of Nanaimo 2019 Operational Plan Update.
2. That the Board provide alternate direction to staff.

FINANCIAL IMPLICATIONS

Action items captured as 2018 and 2019 initiatives are accounted for in the current Financial Plan.

Action items captured with the term ‘Planned’, ‘Future’ or projected timeline start dates for 2020 or later will be requested for inclusion in the 2020-2024 Financial Plans.

There are no unaccounted-for financial implications associated with receiving the Operational Plan Update.

STRATEGIC PLAN IMPLICATIONS

The Board Strategic Plan is the highest-level plan for the RDN, establishing overall strategic priorities for the organization and guiding the Board’s consideration of actions, financial plans and departmental work plans. It is envisioned that the Operational Plan is closely integrated with the annual RDN Budget and Board Strategic Plan. Together these important plans and documents will guide the work of RDN staff and ensure work aligns with the Board’s Strategic direction. Further, the Operational Plan is intended to serve as a tool to measure organizational progress and report on its strategic priorities.

A handwritten signature in black ink, appearing to read 'G. Garbutt', is written over a horizontal line.

G. Garbutt

ggarbutt@rdn.bc.ca

September 30, 2019

Reviewed by:

- P. Carlyle, Chief Administrative Officer

Attachment:

- Regional District of Nanaimo 2019-2020 Operational Plan

2019-2020 Operational Plan



October 2019

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2019-2020 OPERATIONAL PLAN

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2019-2022 Strategic Plan Direction

The following is the Vision for the Regional District of Nanaimo (RDN):

“The Regional District of Nanaimo honours and protects its natural assets, respects its diverse communities, and promotes and enhances the wellbeing of all its residents.”

The Purpose of Operational Planning

Operational Planning is the process of linking the strategic focus areas and priorities of the organization with service delivery goals and objectives. The service delivery goals and objectives in this plan originate from the RDN Board’s resolutions; policies and adopted plans; legislative and regulatory requirements; staff generated work plan items; and internal process reviews. The Operational Plan outlines milestones and key activities required for organizational success, illustrating how the RDN staff will implement the Board’s strategic vision.

Plan Process

PURPOSE OF THE PLAN

The Operational Plan summarizes service delivery initiatives and outlines strategically important services and projects that will serve as a focal point for RDN staff.

In addition, the Plan sets out a reporting cycle to provide timely information on the status of Operational Plan items for the Board in its ongoing review of its 2019-2022 Strategic Plan and to assist the development of future Financial Plans.

The ‘Action’ items identified include Board resolutions since the inaugural meeting held November 2018 and provide status updates on key initiatives in the previous Operational Plan (September 2018).

Please note that items identified through the Board directions in 2018 and 2019 have been added to the respective RDN department work plans. As a result, the origin of the action may include both the Board Motion and the departmental Business Work Plan.

This Operational Plan does not capture the vast amount of day-to-day operational work that contributes to the RDN’s success. Nor does it preclude all the risks and challenges to the RDN’s many projects or initiatives. It does however, recognize the importance of ongoing dialogue with the Board about adjustments to the Strategic Plan to meet changing environmental conditions and the evolving needs of the RDN’s many communities and citizens.

AN OPERATIONAL PLAN ADDRESSES FOUR KEY QUESTIONS:

- 1) WHERE ARE WE NOW?
- 2) WHERE DO WE WANT TO BE?
- 3) HOW DO WE GET THERE?
- 4) HOW DO WE MEASURE OUR PROGRESS?

PLAN MONITORING AND PROGRESS UPDATES

An annual Operational Plan provides focus to ensure efficient processes and project delivery. The Operational Plan is integrated with the RDN Strategic Plan and the Financial Plan and is reported upon annually.

October 2019 Progress Update

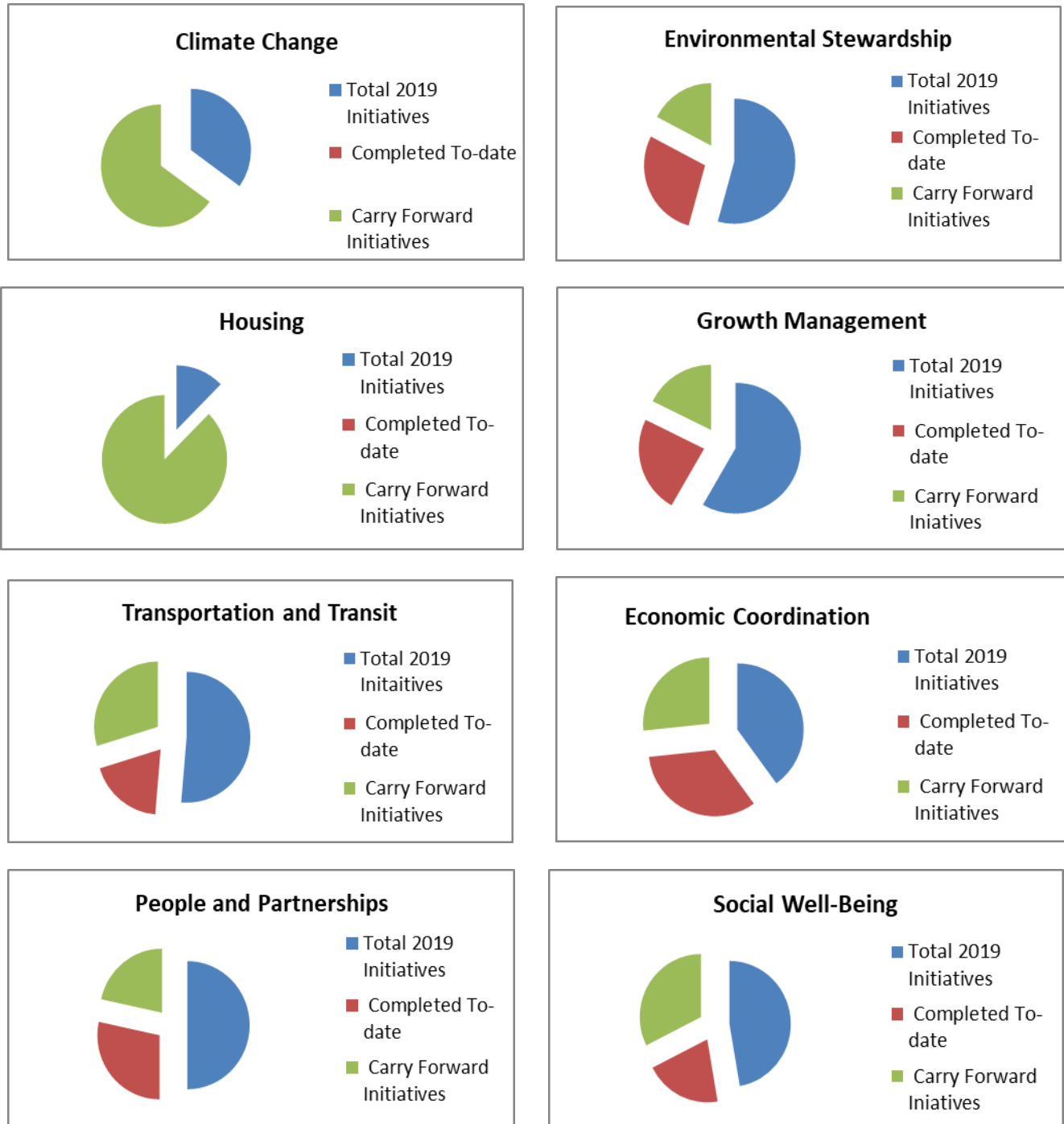
An update is provided on the work undertaken by the RDN during the September 2018 to June 2019 period. The current update includes projects that begin and ended in 2019; multi-year projects that began prior to 2019, or that began in 2019 and will continue in future years, as well as setting out future projects, as identified through the 2019-2022 Strategic Plan.

Each action in the Plan includes a description of the task's status. A task is marked as either 'Ongoing', 'In Progress', 'Complete', or 'Future'. Ongoing items are actions that require staff or professional resources, but do not have a distinct deliverable, for example: assisting staff with media relations. If the action is to continue beyond 2019, the expected timeline is shown; if the project is anticipated to begin subsequent to 2019 the term 'Future' is shown and will be updated in future Operational Plan updates.

In 2019, a total of 370 actions are acknowledged as ongoing, in progress, future or complete:

- In progress Actions to be completed 2019: 186 (50 %)
- Complete 2018 & 2019: 84 (23 %)
- Planned and Future Actions: 100 (27 %)

TABLE 1: REPRESENTATION OF OVERALL ORGANIZATION STRATEGIC PRIORITY PROGRESS

REPRESENTATION OF OVERALL ORGANIZATION STRATEGIC PRIORITY PROGRESS

Plan Overview

UNDERSTANDING THE PLAN

On May 28, 2019 the RDN's Board approved and adopted the 2019-2022 Strategic Plan. In unification, the Operational Plan Update has been developed to follow the eight Key Strategic Areas: Climate Change, Environmental Stewardship, Housing, Growth Management, Transportation and Transit, Economic Coordination, People and Partnerships, and Social Well-Being. Each Operational Plan action item is categorized under a specific focus area and has been assigned to a primary Strategic Priority. Each action item has a unique signifier that is comprised of the RDN department responsible for the action, and its corresponding Key Strategic Area. The origin of each action is also noted, so any action item can be easily tracked.

IMAGE 1: UNDERSTANDING THE SECTION CONTENTS PAGE

Below, Image 1 gives an overview summary to each Key Strategic Area, providing a quick reference on the initiatives RDN staff are working towards and an estimated timeline.

Key Strategic Area

Identified Goal in Strategic Plan

Hyperlinked to bring reader directly to "Action Tab"

Indication on Initiatives current status

Hyperlinked items are approved actions that staff are currently working on, or have recently completed

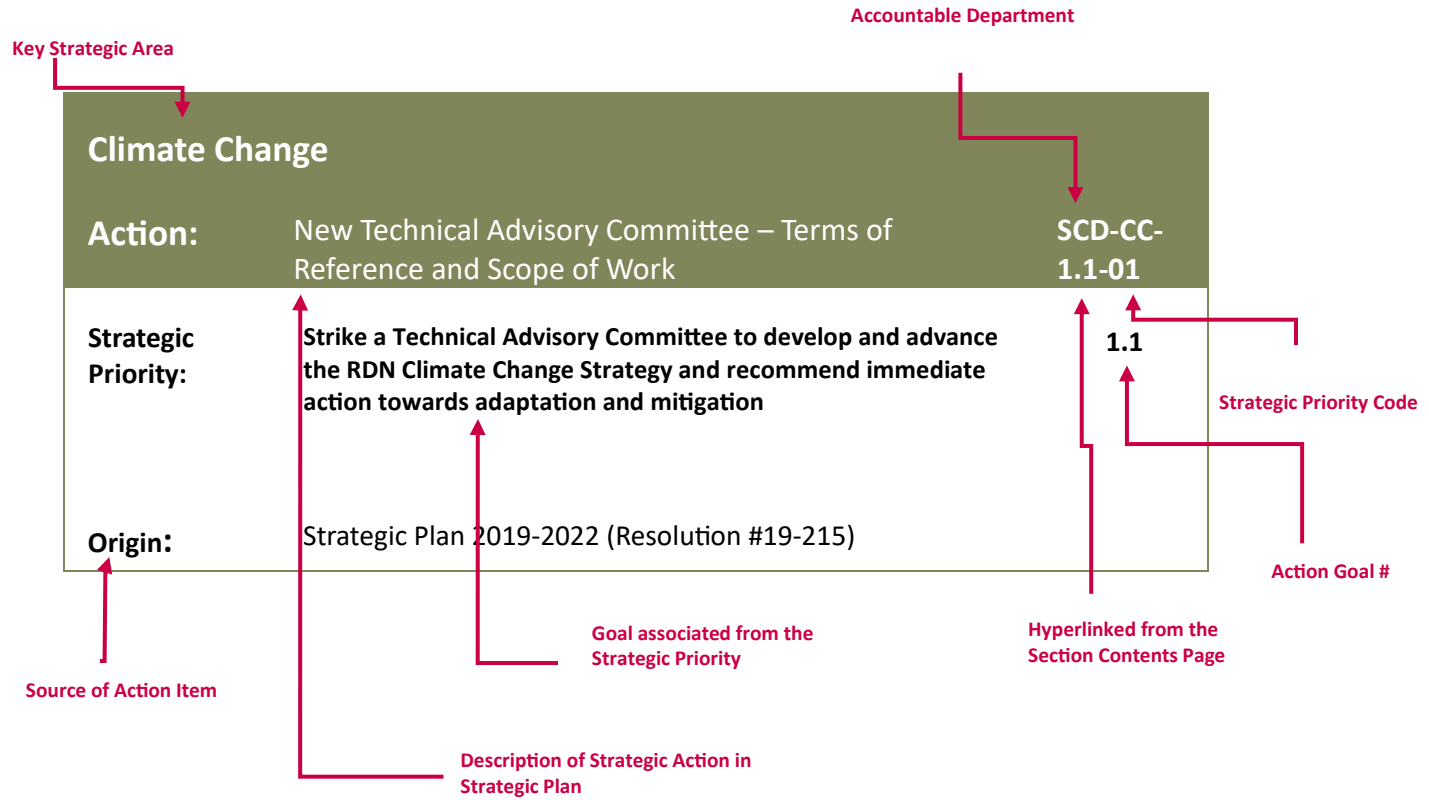
Items only indicating with 'Future' do not have 'Action Tabs' assigned as they are identified for Planned or Future Initiatives

Estimated timeline on project completion for "In Progress", or estimated start date when "Planned"/"Future"

Action #	Action Description	Status
Section Contents		
BE LEADERS IN CLIMATE CHANGE ADAPTATION AND MITIGATION, AND BECOME NET ZERO BY 2032		
1.1 Strike a Technical Advisory Committee to develop and advance the RDN Climate Change Strategy and recommend immediate action towards adaptation and mitigation		
SCD-CC-1.1-01	New Technical Advisory Committee – Terms of Reference and Scope of Work	Ongoing 2020
1.2 Review and update Corporate Emissions Plan and Greenhouse Gas (GHG) Reduction Strategy		
SCD-CC-1.2-02	Develop a Climate Change Strategy	In Progress 2020
TES Future	Update existing Green Fleet Policy	Planned 2020
SCD Future	Update the Corporate Climate Action Plan	Planned 2020
SCD Future	Develop renewable energy on RDN Facilities	Planned 2020
SCD Future	Update Corporate and Community Action Plans – Resilience, Renewable Energy, Fleet Management, Facilities and Purchasing	Planned 2020
SCD-CC-1.2-03	Include an Agricultural Climate Change Adaptation into Climate Change Strategy	Included in Climate Change Strategy 2020

IMAGE 2: UNDERSTANDING THE 'ACTION' TAB

Below, Image 2 provides an introduction to each Action Tab, providing information on the designated initiative associated with achieving the Key Strategic Area's Goals.



STRATEGIC FOCUS AREAS AND PRIORITIES

Climate Change	
<i>BE LEADERS IN CLIMATE CHANGE ADAPTATION AND MITIGATION, AND BECOME NET ZERO BY 2032</i>	
1.1	Strike a Technical Advisory Committee to develop and advance the RDN Climate Change Strategy and recommend immediate action towards adaptation and mitigation <ul style="list-style-type: none"> New Technical Advisory Committee – Terms of Reference and Scope of Work to be presented to the Executive Committee
1.2	Review and update Corporate Emissions Plan and Greenhouse Gas (GHG) Reduction Strategy <ul style="list-style-type: none"> Develop a Climate Change Strategy Update existing Green Fleet Policy Update the Corporate Climate Action Plan Develop renewable energy on RDN Facilities Update corporate and community action plans: Resilience, Renewable Energy, Fleet Management, Facilities and Purchasing
1.3	Develop a Regional Strategy for Electric Vehicle Charging <ul style="list-style-type: none"> Electric Vehicle Charging Network service establishment bylaw Community Amenity Contribution - District energy for an electric vehicle charging
1.4	Complete a Net Zero Strategy for building efficiency and localized energy generation <ul style="list-style-type: none"> Green Stewardship and examine building rebates and efficiencies Develop Net Zero Strategy for buildings Review delivery of rebates program Examine integrated resource recovery Implement solar and recovery energy at RDN facilities Review building rebates to address technology, energy generation, and site development Examine district energy systems
<i>Related Initiatives</i>	
	<ul style="list-style-type: none"> Climate Adaptation and Floodplain Mapping

Environmental Stewardship

PROTECT AND ENHANCE THE NATURAL ENVIRONMENT, INCLUDING LAND, WATER AND AIR, FOR FUTURE GENERATIONS.

- | | |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 | Protect and acquire lands for environment preservation and parkland <ul style="list-style-type: none"> Update Official Community Plan (OCP) for Nanaimo Airport Update OCP for Electoral Area (EA) F Develop Parks and Trails Strategic Plan (2019-2020) Refine and prioritize parkland acquisition (2019-2020) |
| 2.2 | Update the Drinking Water and Watershed Protection Program Action Plan <ul style="list-style-type: none"> Update the Drinking Water and Water Protection (DWWP) Action Plan in 2019 Joint groundwater study with Snaw-Naw-As First Nation Partner with provincial resources to support Water Risk Assessment Increase technical and analytical support from RDN IT/GIS to DWWP |
| 2.3 | Achieve the 90% waste diversion target as per the Solid Waste Management Plan <ul style="list-style-type: none"> Province approval of RDN Solid Waste Management Plan |
| 2.4 | Continue to improve the quality of treated wastewater in the region |

- Completion of Greater Nanaimo, and expansion of French Creek Pollution Control Centre to secondary treatment and odour control
- Repair and upgrade Chase River Pump Station
- Municipal partnership to inflow and infiltration reduction

Related Initiatives

- Bylaw 500 Commercial and Industrial Zones Review

Housing

PROMOTE AFFORDABLE HOUSING FOR RESIDENTS

3.1 Advocate for additional funding support for housing from senior governments

- Advocate for additional funding support for housing from senior governments

3.2 Develop a regional Housing Strategy, including support/tools for affordable housing

- Review secondary suite requirements: building standards and parcel size
- Housing Needs Assessment and Regional Housing Service review, service establishment recommendations 2019-2020
- Professional expertise in Social Planning to implement Housing Strategy

3.3 Advocate for alternative regulations in the BC Building Code to support innovation

- Advocate for alternative regulations in the BC Building Code to support innovation

Related Initiatives

- Participation in Provincial and Regional Development Approval Review Project - develop local response to recommendations
- Report on Development Cost Charges (DCC) and Development Amenities Policy

Growth Management

PROVIDE EFFECTIVE REGIONAL LAND USE PLANNING AND RESPONSIBLE ASSET MANAGEMENT FOR BOTH PHYSICAL INFRASTRUCTURE AND NATURAL ASSETS

4.1 Protect agricultural lands and promote agriculture and food production in the region

- RDN Agricultural Advisory Committee (AAC)
- Northern Community Economic Development grant application
- Review household poultry regulations
- Board policies on Agricultural Land Commission (ALC) applications and processing
- Review AAC Terms of Reference
- Support and review Cannabis Production and Retail Applications
- Review RDN Agriculture Area Plan – Organization and promotion of agriculture as economic sector
- Research, expansion of production, value added and marketing

4.2 Fully Develop Asset Management Plan

- Asset Replacement Cost Study
- Asset Condition Assessment Study
- Continue in-house training in Asset Management
- Implement Asset Management Plan – software, procedures, internal tracking and financial planning

4.3 Conduct a full review of the Regional Growth Strategy to protect and enhance rural and urban communities

- Targeted Regional Growth Strategy (RGS) review 2019
- Consider a full RGS review in 2021
- Subdivision approval authority

Related Initiatives

- EA F OCP review
- Subdivision Servicing Bylaw and Approving Officer review
- Infrastructure Servicing analysis for priority Village Centers

Transportation and Transit**PROVIDE OPPORTUNITIES FOR RESIDENTS TO MOVE EFFECTIVELY THROUGH AND AROUND THE REGION**

- 5.1 Enhance dialogue with the Ministry of Transportation and Infrastructure (MOTI) for on and off-road pedestrian and active transportation improvements**
- Active Transportation planning exercise with the MOTI
 - Active Transportation Infrastructure Memorandum of Understanding with MOTI
- 5.2 Develop a Regional Transportation Plan, considering all modes of travel**
- Work with City of Nanaimo, BC Transit and MOTI to develop a Regional Transportation Plan
 - Report on Transit Service Plan for 27,500 service hours over next three years
- 5.3 Work with BC Transit to expand transit service (e.g. transit hours) to connect important community hubs**
- Transit system review including fare analysis and fleet alignment
- 5.4 Develop an active transportation network linking the Regional Districts in central Vancouver Island (e.g. RDN, Comox Valley Regional District, Cowichan Valley Regional District, Alberni-Clayoquot Regional District)**
- Report to consider the creation of a Transportation Service
 - Nanaimo Airport OCP and Zoning Project – accommodate transport/inter-regional transit
 - Advocate for a Provincial Island Transportation Plan

**Related initiative Continues on next page*

Related Initiatives

- Regional and Community Parks and Trails strategy
- French Creek Harbour and Estuary redevelopment
- Development Amenity Policy
- Subdivision Approving Authority

Economic Coordination**SET THE TABLE TO ENABLE DIVERSE ECONOMIC DEVELOPMENT OPPORTUNITIES ACROSS THE REGION**

- 6.1 Develop a Regional Economic Development Strategy that addresses both overall regional goals as well as those of the municipal partners and electoral areas**
- Northern Community Economic Development Service
 - EA B Local Economic Development Service
 - Economic Development Service Review – Report and options
 - Role of RDN in Regional Economic Development – Coordination with local government, industry and partners
- 6.2 Review the resources required in order to coordinate business development and retention throughout the region**
- Business Licence service review
 - Cannabis License process implementation
 - Telecommunication service expansion in unserved areas utilizing grants

Related Initiatives

- InFilm Grant-in-Aid Funding

- Social Procurement Policy
- Review RDN Agriculture Area Plan – Organization and promotion of agriculture as economic sector: research, expansion of production, value added and marketing

People and Partnerships

IMPROVE THE GOVERNANCE AND AWARENESS OF RDN ACTIVITIES FOR CITIZENS THROUGHOUT THE REGION

- 7.1 Explore webcasting and/or live-streaming of RDN Committee and Board meetings**
 - Webcasting – Livestream Board, EA Services Committee, Committee of the Whole and Oceanside Services Committee meetings
- 7.2 Review the resources required in order to maximize current and future grant and other funding opportunities**
 - Utilize staff resources and consultant on grant coordination
 - Report on Grant Applications
- 7.3 Develop a Communications Strategy to improve and enhance community engagement and public outreach**
 - RDN Engagement Strategy internal resources
 - Graphic standards and RDN branding
 - Social Media user guide and training
 - RDN Engagement Strategy staff and Board training
- 7.4 Continue to build and enhance relationships with First Nations based on the specific needs of each community leader**
 - Truth and Reconciliation Commission (TRC) Calls to Action: Staff and Board training
 - Qualicum First Nations Protocol Agreement
 - UBCM Community to Community (C2C) grant funding for Qualicum First Nation Engagement, Snuneymuxw Protocol Agreement
 - TRC Calls to Action: Implement formalized ongoing Staff Training Strategy
 - Qualicum First Nation Protocol Agreement
 - UBCM C2C Funding for Snuneymuxw First Nation Engagement
 - Continue to develop service agreements and explore opportunities for shared services with First Nation communities
 - Continue to develop service agreements and explore opportunities for shared services with provincial and federal government agencies, and community stakeholder groups
 - Continue Indigenous and community training strategy
 - First Nations Referrals Management Program and Liaison
- 7.5 Seek opportunities to partner with the provincial and federal governments, other government agencies, and community stakeholder groups in order to advance Strategic Plan goals and initiatives**
 - Continue to develop service agreements and explore opportunities for shared services with member municipalities
 - Explore partnerships for service delivery: Non-Governmental Organizations, Island Health, Provincial Agencies and First Nations

Related Initiatives

- Annual RDN Operation Plan and Forecast
- Consider northern service delivery model and customer service strategy

Social Well-Being

MAKE THE REGION A SAFE AND VIBRANT PLACE FOR ALL, WITH A FOCUS ON CHILDREN AND FAMILIES IN PLANNING AND PROGRAMS

- 8.1 Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development**
 - Develop Parks and Trails Strategic Plan
 - Parkland DCC Review 2019-2020

8.2 Prepare a Social Needs Assessment study, which identifies the broad range of social service providers at the local level, and develop a strategy to identify the RDN's role where appropriate

- Oceanside Community Health Network
- Childcare Needs Assessment
- Review the future of Oceanside Community Health Network
- Support Childcare Needs Assessment led by the City of Nanaimo and review results
- Revisit Transit Service Feasibility Study for unserved EA Village Centre and rural areas from an economic and social welfare lens
- Consider in-house Social Planning expertise to address emerging service needs

Related Initiatives

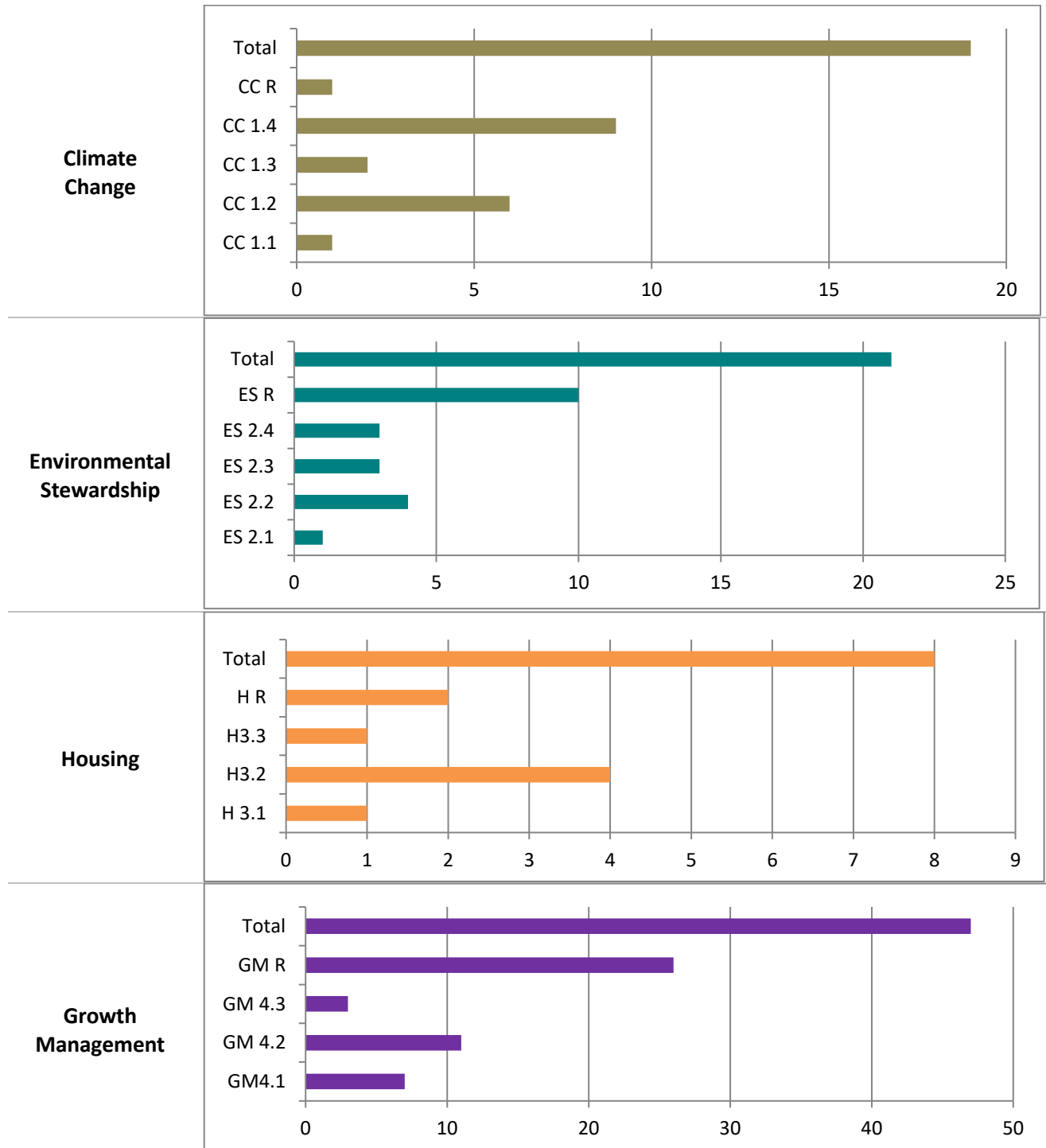
- EA F OCP review
- Complete and implement fire governance review
- Review expansion of Ravensong Aquatic Centre
- Explore partnerships for service delivery - Island Health, provincial agencies, First Nations

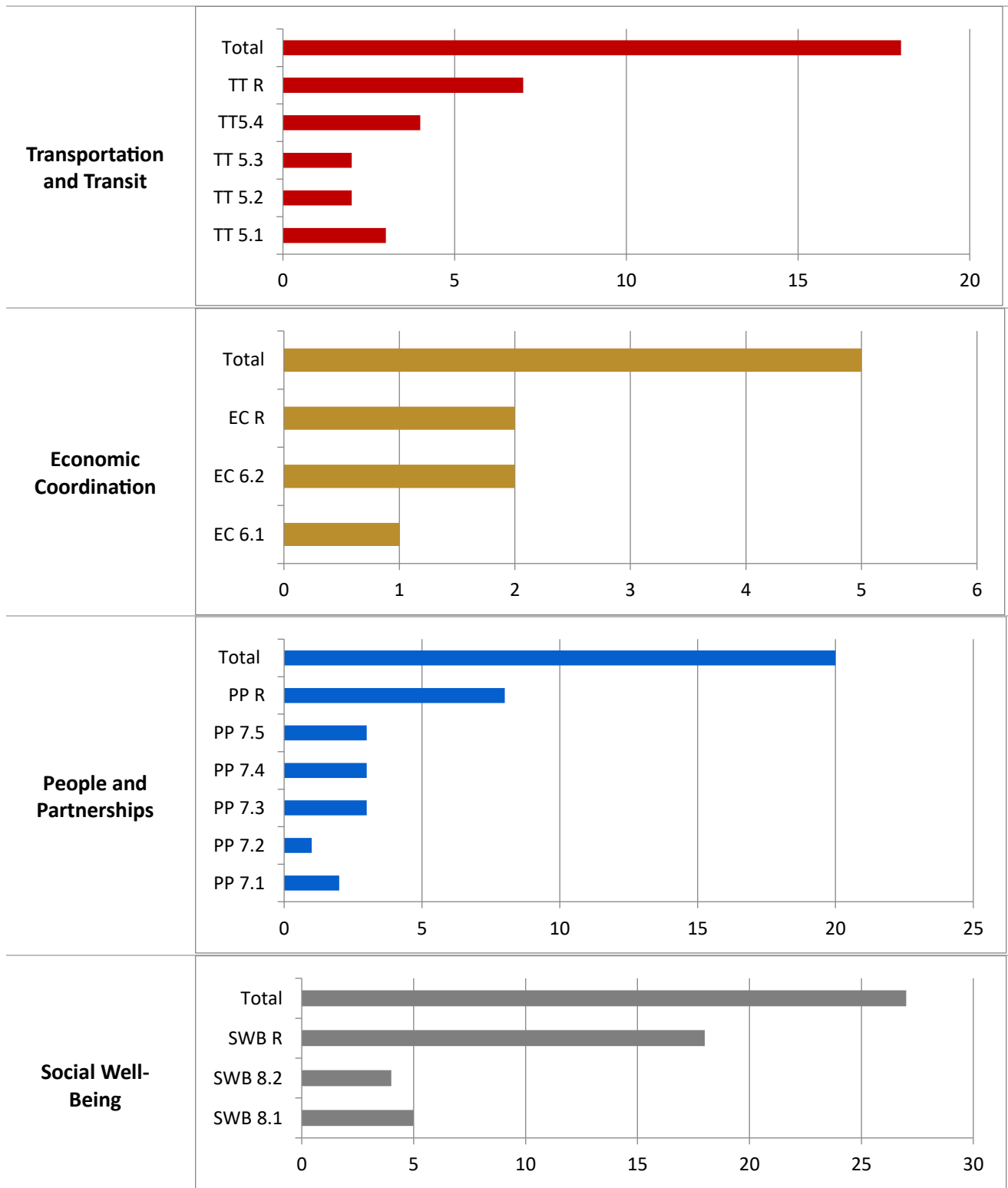
ACTION ITEMS BY STRATEGIC PRIORITY

Table 2 below provides an overview of the number of actions that are 'In Progress' and 'Planned' for 2019-2022 associated with each Board Key Strategic Area.

TABLE 2: TOTAL ACTION ITEMS BY STRATEGIC PRIORITY

Number of Initiatives by Strategic Priority Goal





2019 ACTION ITEMS

Climate Change

Section Contents

BE LEADERS IN CLIMATE CHANGE ADAPTATION AND MITIGATION, AND BECOME NET ZERO BY 2032

1.1 Strike a Technical Advisory Committee to develop and advance the RDN Climate Change Strategy and recommend immediate action towards adaptation and mitigation

Action #	Action Description	Status	
SCD-CC-1.1-01	New Technical Advisory Committee – Terms of Reference and Scope of Work	Ongoing	2020

1.2 Review and update Corporate Emissions Plan and Greenhouse Gas (GHG) Reduction Strategy

Action #	Action Description	Status	
SCD-CC-1.2-02	Develop a Climate Change Strategy	In Progress	2020
TES Future	Update existing Green Fleet Policy	Planned	2020
SCD Future	Update the Corporate Climate Action Plan	Planned	2020
SCD Future	Develop renewable energy on RDN Facilities	Planned	2020
SCD Future	Update Corporate and Community Action Plans – Resilience, Renewable Energy, Fleet Management, Facilities and Purchasing	Planned	2020
SCD-CC-1.2-03	Include an Agricultural Climate Change Adaptation into Climate Change Strategy	Included in Climate Change Strategy	2020

1.3 Develop a Regional Strategy for Electric Vehicle Charging

Action #	Action Description	Status	
SCD-CC-1.3-04	Develop a Regional Electric Vehicle Charging Strategy	Ongoing	2020
SCD Future	Community Amenity Contribution - District energy for and electric vehicle charging	Planned	2021

1.4 Complete a Net Zero Strategy for building efficiency and localized energy generation

Action #	Action Description	Status	
SCD Future	Green Stewardship and examine building rebates and efficiencies	Planned	2020
SCD Future	Develop Net Zero Strategy for buildings	Planned	2022
SCD-CC-1.4-05	Public seminars on green buildings, renewable energy systems, and emissions reductions	In Progress	2022
SCD Future	Review delivery of rebates program	Planned	2020
SCD Future	Examine Integrated Resource Recovery	Future	2022
SCD Future	Implement solar and recovery energy at RDN facilities	Planned	2021
SCD Future	Review Building Rebates to address technology, energy generation, and site development	Planned	2022
SCD Future	Examine District Energy Systems	Future	2021
SCD-CC-1.4-06	Continue Development of Green Building Guidebook series.	In Progress	2020

Related Initiatives

Action #	Action Description	Status
SCD-CC-1-07	Undertake Floodplain Mapping Assessment	In Progress 2022

2019 Actions and Accomplishments

SCD Achieved	Green Communities Committee: Level 4 Achievement of Carbon Neutrality	2019
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Climate Change		
Action:	New Technical Advisory Committee – Terms of Reference and Scope of Work	SCD-CC-1.1-01
Strategic Priority:	Strike a Technical Advisory Committee to develop and advance the RDN Climate Change Strategy and recommend immediate action towards adaptation and mitigation	1.1
Origin:	Strategic Plan 2019-2022 (Resolution #19-215)	
Tasks:	Status:	
1. Present TOR to Executive Committee	Report completed July 2019 – Referred Back to Staff	
2. Report to Board through the minutes of the Committee	2020 Ongoing	
3. Develop Climate Change Strategy	Future	
Accountable Department	Long Range Planning Strategic and Community Development	
Resources Needed:	<p>Given the Climate Action Technical Advisory Committee's need to rely on the retention of expert advice, there is a request in the 2020 RGS operational budget of approximately \$80,000 for this Committee.</p> <p>Estimating \$20, 800 in compensation for Committee members. With the creation of a new committee, it will require ongoing staff support beyond existing budgetary planning and would be equivalent to a half of an employee (\$50, 000).</p> <p>Additional consulting costs may need to be considered in coming years.</p>	

Climate Change		
Action:	Develop a Climate Change Strategy	SCD-CC-1.2-02
Strategic Priority:	Review and update corporate emissions plan and Greenhouse Gas (GHG) reduction strategy	1.2
Origin:	Strategic Plan 2019-2022 (Resolution #19-215)	
Tasks:		Status:
1. Update projections CEE Plan & GHG Strategy		Planned 2020
2. Update plan & strategy		Planned 2020
3. Complete revision to Sustainable Site Planning Checklist		Ongoing 2019
Accountable Department		Strategic Initiatives Long Range Planning Strategic and Community Development
Resources Needed:		
\$60,000 from Climate Action Review Incentive Program Fund for tasks 1 & 2		

Climate Change		
Action:	Include an Agricultural Climate Change Adaptation into Climate Change Strategy	SCD-CC-1.2-03
Strategic Priority:	Protect Agricultural Lands and Promote Agriculture and Food Production in the Region	1.2
Origin:	Strategic Plan 2019-2022 (Resolution #19-215)	
Tasks:	Status:	
1. Participate in Provincial sessions with the Ministry of Agriculture (current status of land use and production in RDN)	In Progress 2019	
2. Provide update to Board	Planned 2020	
3. Include in Climate Adaptation policy	Planned 2020	
Accountable Department	Long Range Planning, Strategic and Community Development	
Resources Needed:		
Participation currently included in staff work plans Timeline - pending completion of Provincial sessions		

Climate Change		
Action:	Develop a Regional Electric Vehicle Charging Strategy	SCD-CC-1.3-04
Strategic Priority:	Develop a Regional Strategy for Electric Vehicle (EV) Charging	1.3
Origin:	Strategic Plan 2019-2022 (Resolution #19-215) Resolution # 19-283, 19-284, 19-285, 19-286	
Tasks:	Status:	
1. Report to Board re: CleanBC Community Fund Grant Application and installation of 10 EV charging stations.	Complete – July 23, 2019	
2. Installation of ten EV charging stations	Pending Clean BC Grant Approval	
3. RDN staff request authority for 10 dual EV charging stations through NRCAN Grant Funding	In Progress	
4. Develop Regional EV Charging Service Strategy	2020 *Pending CleanBC Grant funding	
Accountable Department	Planning Strategic Initiatives Long Range Planning Strategic and Community Development	
Resources Needed:	<p>\$222,222 allocated in the 2020 budget from the Corporate Climate Action Reserve Fund for the installation of ten public electric vehicle charging stations SUBJECT to receiving: CleanBC Communities Fund Grant Application for Electric Vehicle Charging Stations for \$162,222 (grant to reimburse the Corporate Climate Action Reserve Fund.</p> <p>The 2020 budget contain \$25,000 for annual operating, maintenance and replacement costs for the EV charging station service.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> - Approve proposed ten EV charging stations - Allocating funding as above - Board direct staff to prepare bylaw creating new service area for ongoing operations 	

Climate Change		
Action:	Public seminars on green buildings, renewable energy systems, and emissions reductions	SCD-CC-1.4-05
Strategic Priority:	Complete a Net Zero Strategy for building efficiency and localized energy generation	1.4
Origin:	2019 Strategic Plan Alignment Review (Resolution #19-258) Resolution # 14-494, 15-298 Green Building Action Plan	
Tasks:	Status:	
1. Host events for different stakeholder groups	In Progress	
Accountable Department	Energy & Sustainability Long Range Planning Strategic and Community Development	
Resources Needed:		
Organizing annual events included in Long-Range Planning operating financial plans, requesting up to \$16,000 for workshop, tours, education and publications		

Climate Change		
Action:	Continue Development of Green Building Guidebook series.	SCD-CC-1.4-06
Strategic Priority:	Complete a Net Zero Strategy for building efficiency and localized energy generation	1.4
Origin:	Resolution #14-494, 15-298 Green Building Outreach Strategy and Implementation Plan Green Building Action Plan	
Tasks:	Status:	
1. Review draft and finalize final publication for public distribution in 2020	In Progress	
Accountable Department	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:		
Included in the current 2019 operating budget		

Climate Change		
Action:	Undertake Floodplain Mapping Assessment	SCD-CC-1-07
Strategic Priority:	Related Initiative	1
Origin:	Resolution #18-105	
Tasks:	Status:	
1. Issue RFP for project consultant	Complete	
2. Phase 2 coastal mapping	In Progress	
3. Bylaw update	Planned 2020	
4. River maps & risk assessment	Planned 2020/2021	
2. Flood Strategy	Future 2022	
3. Update the Sea Level Rise Bylaw	In Progress - 2020	
Accountable Department	Long Range Planning and Energy & Sustainability Current Planning Strategic and Community Development	
Resources Needed:		
Developing coastal floodplain mapping be awarded to Ebbwater Consulting and Cascadia Coast Research Ltd. in the amount of \$202,000 in 2018.		
\$30,000 for bylaw update, \$100,000 for river maps and assessment, and \$75,000 for flood strategy		
Currently is included in Current Planning departmental work plans and staffing requirements		
This project is additionally aligned with the priorities of the 2019-2022 Strategic Plan’s related initiatives under Climate Change and will help address the sea level rise policy/bylaw		

Environmental Stewardship

Section Contents

PROTECT AND ENHANCE THE NATURAL ENVIRONMENT, INCLUDING LAND, WATER, AND AIR QUALITY FOR FUTURE GENERATIONS

2.1 Protect and acquire lands for environment preservation and parkland

Action #	Action Description	Status	
RP Future	Refine and prioritize parkland acquisition (2019-2020)	Planned	March 2020

2.2 Update the Drinking Water and Watershed Protection Program Action Plan

Action #	Action Description	Status	
RCU-ES-2.2-01	Update the Drinking Water Watershed Protection (DWWP) Action Plan in 2019	In Progress	Sept 2019
RCU Future	Joint Groundwater study with Snaw-Naw-As First Nation	Planned	2020
RCU-ES-2.2-02	Partner with Provincial resources for Water Risk Assessment	In Progress	2021
RCU Future	Increase technical & analytical support from RDN IT/GIS to DWWP	Planned	2020

2.3 Achieve the 90% waste diversion target as per the Solid Waste Management Plan

Action #	Action Description	Status	
RCU Future	Province approval of RDN Solid Waste Management Plan	Planned	2020
RCU-ES-2.3-03	Staff review and monitor local, provincial and federal action plans to increase waste diversion	In Progress	2022
RCU-ES-2.3-04	Implement a Household Hazardous Waste Program	Planned	TBD

2.4 Continue to improve the quality of treated wastewater in the region

Action #	Action Description	Status	
RCU-ES-2.4-05	Completion of Greater Nanaimo, and expansion of French Creek Pollution Control Centre to secondary treatment and odour control	In Progress	2022
RCU-ES-2.4-06	Repair and upgrade Chase River Pump station	In Progress	2021
RCU Future	Municipal Partnership for inflow and infiltration reduction	Planned	2021

Related Initiatives

Action #	Action Description	Status	
RCU-ES-2-07	Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goal of less than 525 liters per connection per day	In Progress	2022
RCU-ES-2-08	Ensure that waste management and recycling facilities licenced under Bylaw No. 1386 are operating in compliance with approved site operating plans	In Progress	2022
RCU-ES-2-9	Continue to implement a capital works strategy and adjust operational procedures to mitigate on site odors	In Progress	2021
RCU-ES-2-10	Advance Solid Waste's education, diversion and promotion	Ongoing	2022
RCU-ES-2-11	Refine a regional strategy to manage inflow and infiltration received at RDN treatment facilities	In Progress	2020
RCU-ES-2-12	Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system	In Progress	2020
RCU-ES-2-13	Complete a Biosolids Site Lifetime Assessment for the TimberWest forest fertilization lands (2019: Develop a long-term strategy for Biosolids management in the region)	In Progress	2020

RCU Future	Operate cogeneration facility to utilize 75% of the biogas produced from the site by 2019.	On Hold	On hold until secondary treatment project is under construction
SCD-ES-2-14	Assist VIU with neighborhood air quality monitoring	In Progress	2019
SCD-ES-2-15	Review Green Building Incentive Program for Electoral Areas and Lantzville	Ongoing	Department Plans
2019 Actions and Accomplishments			
RCU Achieved	Excellence in Biosolids Management Award – Program from the Northwest Biosolids Association		2019
PR-ES-2-16	Complete Energy Upgrades and Air Handler Replacements at Ravensong Aquatic Centre	Complete	✓
RCU-ES-2-17	Presentations to: the City of Nanaimo, the City of Parksville, the Town of Qualicum Beach and the District of Lantzville councils regarding Surface Water Trend Analysis Report	Complete	✓
RP-ES-2-18	Remove the cabin at Coat's Marsh	Complete	✓
RCU-ES-2-19	Implement data management framework for DWWP program datasets to improve efficiency and organization, increase capacity for data integration and visualization, data analysis and data sharing	Complete	✓
RCU-ES-2-20	Reduce precipitation infiltration by extending the cover system and installing water control features to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment	Complete Ongoing Monitoring	✓
RCU Completed	Complete groundwater assessment requirements policy review and updates that were initiated with Planning in 2017	Complete Ongoing Tasks	✓
RCU Completed	Continue to participate in dialogue on a framework for collaborative watershed decision making to support area-based water planning	Ongoing	Department Plans
RCU-ES-2-21	Work with Recycle BC, the collection contractor, municipal partners and residents to lower contamination in recycling and organic waste streams	Complete Ongoing Tasks	✓
RCU-ES-2-22	Work with other agencies to reduce illegal dumping and community parties to carry out clean up	Complete Ongoing Tasks	✓
RCU Completed	Investigate potential acquisition of the EPCOR Water System	Complete	✓
RCU completed	Implement the Liquid Waste Management Plan as required under Wastewater regulatory authorization	Ongoing	Actions In: Biosolids, Source Control, I&I
2018 Actions and Accomplishments			
PR-ES-2.1-23	Work with Land Trusts to secure identified regionally significant parkland	Ongoing	Department Plans
RCU-ES-2-24	Complete comprehensive trend analysis on surface water quality data from the Community Watershed Monitoring network, to inform land-use planning, targeted outreach, further monitoring and watershed protection decisions	Complete	✓

Environmental Stewardship		
Action:	Update the Drinking Water and Water Protection (DWWP) Action Plan in 2019	RCU-ES-2.2-01
Strategic Priority:	Update the Drinking Water and Watershed Protection Program Action Plan	2.2
Origin:	Strategic Plan 2019-2022 (Resolution #19-215) Liquid Waste Management Plan Drinking Water and Watershed Protection Plan	
Tasks:	Status:	
1. Project strategy development	Complete	
2. Issue Project Charter for update	Complete	
3. Execute consultation and collaboration elements of project charter.	Complete	
4. Update Board on progress in September 2019	In Progress	
5. Final plan submission to Board for approval in November 2019	Not started	
6. When updating the DWWP Action Plan, include the commitments in the RDN Liquid Waste Management Plan for regional rainwater management	In Progress 2022	
Accountable Department	Water Services Regional and Community Utilities	
Resources Needed:	This project has been accounted for in the current financial year and estimated to be completed in current calendar year and estimated to be completed in current calendar year.	

Environmental Stewardship		
Action:	Partner with provincial resources to support Water Risk Assessment	RCU-ES-2.2-02
Strategic Priority:	Update the Drinking Water and Watershed Protection Program Action Plan	2.2
Origin:	Strategic Plan 2019-2022 (Resolution #19-215) Resolution # 18-324	
Tasks:	Status:	
1. Participate in development of a new water system risk assessment program led by the Ministry of Health (MoH) as one of the “local governments” trials.	In Progress	
Accountable Department	Drinking Water and Watershed Protection Water Services Regional and Community Utilities	
Resources Needed:	<p>Currently involves Water and Wastewater Services staff as the new program is hoping to cover the entire water system from watershed to wastewater discharge. This is proving to be challenging in the RDN due to the scale of the system, varying degrees of jurisdiction, and the many stakeholders involved, i.e. RDN Water Systems, Municipal Water Systems, Private Managed Forest Landowners, Improvement Districts, MOTI, etc. An initial pilot workshop held with the RDN in 2018. We continue to provide feedback and suggestions; the MoH has the lead at this point.</p>	

Environmental Stewardship

Action: Staff review and monitor local, provincial and federal action plans to increase waste diversion **RCU-ES-2.3-03**

Strategic Priority: Achieve the 90% waste diversion target as per the Solid Waste Management Plan **2.3**

Origin: 2018 Solid Waste Management Plan
Resolution # 18-254

Tasks: **Status:**

- | | | |
|----|-------------------------------------------------------------------------------------------|-------------|
| 1. | Work with Ministry of Environment on Ministerial approval of Solid Waste Management Plan | In Progress |
| 2. | Provide feedback to Extended Producer Responsibility Stewards during Consultation Periods | On going |
| 3. | Facilitate Solid Waste Management Plan Monitoring Committee | On going |

Accountable Department **Solid Waste
Regional and Community Utilities**

Resources Needed

In 2020 Financial Plans, Solid Waste is requesting 1 Full Time Employee to increase waste diversion, as indicated in the Solid Waste Management Plan.

Environmental Stewardship		
Action:	Implement a Household Hazardous Waste Program	RCU-ES-2.3-04
Strategic Priority:	Achieve the 90% waste diversion target as per the Solid Waste Management Plan	2.3
Origin:	2018 Solid Waste Management Plan Resolution # 18-254	
Tasks:	Status:	
1. Post an RFP for contracting collection and safe disposal of non-stewarded residential Household Hazardous Waste.	Planned	
2. Awarding of contract for collection and safe disposal of non-stewarded residential Household Hazardous Waste.	Planned	
3. Implementation of Household Hazardous Waste program	Future	
Accountable Department	Solid waste Regional and Community Utilities	
Resources Needed:		
\$90,000 per year included in the 2019 current Solid Waste financial plan		

Environmental Stewardship		
Action:	Completion of Greater Nanaimo, and Expansion of French Creek Pollution Control Centre, including secondary treatment and odour control upgrades	RCU-ES-2.4-05
Strategic Priority:	Continue to improve the quality of treated wastewater in the Region	2.4
Origin:	Capital Plan 2019	
Tasks:	Status:	
1. RFQ for scope and tender detailed design	Complete	
2. Award engineering Services contract for the detailed design, tendering and construction services for the French Creek Pollution Control Centre Stage 4 Expansion Project and Odour Control Upgrades	Complete	
3. Detailed design completion	In Progress	
4. Construction	Planned: 2020-2022	
Accountable Department	Wastewater Services Regional and Community Utilities	
Resources Needed:	<p>Resources were included in the 2019 financial plan under Cost Item WW-0010.</p> <p>It is anticipated that the RDN will require a full-time project coordinator on site throughout the duration of this project. The designing consultant will also assist with construction management and quality control throughout construction.</p> <p>Expand capacity and provide secondary treatment at GNPCC - \$40M, 2018 and \$22M, 2019 to meet regulatory requirements and provide capacity to the service area to 2039</p> <p>Resolution # 18-327 (Award Contracting services for Stage 4 Expansion Project and Odour Control Upgrades to AECOM)</p> <p>Resolution # 18-281 that the Board endorse the following projects for submission under the Green Infrastructure – Environmental Quality Program.</p>	

Environmental Stewardship		
Action:	Repair and Upgrade Chase River Pump station	RCU-ES-2.4-06
Strategic Priority:	Continue to improve the quality of treated wastewater in the Region	2.4
Origin:	Capital Plan 2019 Regulatory Requirement	
Tasks:	Status:	
1. Scope and tender detailed design	Complete	
2. Award engineering Services contract for the detailed design of the Chase River Force Main No. 1 Replacement and Pump Station Upgrades Project	Complete	
3. Detailed design completion	Complete	
4. Construction	Planned: 2020-2021	
Accountable Department	Wastewater Services Regional and Community Utilities	
Resources Needed:	<p>Resources were included in the 2019 financial plan under Cost Item WW-0024.</p> <p>No additional internal staff resources will be required. A consultant will be retained for construction management and quality control purposes throughout construction.</p> <p>Resolution # 18-253 (Chase River Force Main No. 1 Replacement and Pump Station Upgrades Project be awarded to CH2M Hill Canada Limited)</p>	

Environmental Stewardship		
Action:	Target delivery of education and awareness initiatives based on data in order to achieve water consumption reduction goal of less than 525 liters per connection per day.	RCU-ES-2-07
Strategic Priority:	Related Initiative	2
Origin:	Drinking Water Watershed Protection Plan Resolution # 18-129, 17-495, 17-345 Drinking Water and Watershed Protection Service Amendment Bylaw No. 1556.03, 2018	
Tasks:	Status:	
1. Evaluate Irrigation Check-up Program Results 2011-2017 to understand impact and	Complete	
2. Review Water Conservation Plan (2013) progress on meeting targets and current trajectory.	Complete	
3. Bring Water Conservation Plan understanding into education and awareness programs delivered by Team WaterSmart including irrigation check-ups for high water users.	Ongoing	
4. Update and reissue water conservation plan for RDN Water Service Areas.	In progress	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Resources Needed:	Resources needed are current accounted for in current financial plan. Contracting services for the French Creek Pollution Control Centre Stage 4 Expansion Project and Odour Control Upgrades have been awarded to AECOM for \$2,506,980 (excluding GST).	

Environmental Stewardship

Action: Ensure that waste management and recycling facilities licensed under Bylaw No. 1386 are operating in compliance with approved site operating plans. **RCU- ES-2-08**

Strategic Priority: **Related Initiative** **2**

Origin: Resolution # 18-254

Tasks:	Status:
1. Ensure reporting is compliant with license	In Progress
2. Inspection of facilities	In Progress
3. Review of new applications and amendments	In Progress

Accountable Department	Solid Waste Services Regional and Community Utilities
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Resources Needed:

In 2020 Financial Plan, Solid Waste is requesting 1 Full Time Employee to increase waste diversion, as per the solid Waste Management Plan

Solid Waste Management Plan sent to Minister of Environment and Climate Change Strategy for Approval

Environmental Stewardship		
Action:	Continue to implement a capital works strategy and adjust operational procedures to mitigate on site odours (French Creek Pollution Control Center)	RCU-ES-2-09
Strategic Priority:	Related Initiative	2
Origin:	Wastewater – Northern Communities: Capital Plan Service Level Financial Plan 2019	
Tasks:	Status:	
1. Include odour control as a major element of the detail design scope	Complete	
2. Identify budget costs for capital improvement prior to expansion construction. Complete treatment plant detailed design to 90%	In Progress	
Accountable Department	Wastewater Services Regional and Community Development	
Resources Needed:		
No additional resources are required, tasks will be completed as part of existing capital and operational plans		

Growth Management		
Action:	Advance Solid Waste's education, diversion and promotion	RCU-ES-2-10
Strategic Priority:	Related Initiative	2
Origin:	2018 Solid Waste Management Plan	
Tasks:	Status:	
1. Engage regional stakeholders on Solid Waste Management	Ongoing	
2. Create internal School Education position	Future	
Accountable Department:	Solid Waste Services Regional and Community Utilities	
Resources Needed:	\$35,000 for School Education (2019 & 2020) \$30,000 for Zero Waste Promotion (2019 & 2020)	

Environmental Stewardship		
Action:	Refine a regional strategy to manage inflow and infiltration received at RDN treatment facilities	RCU-ES-2-11
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 13-530, 19-149	
Tasks:	Status:	
1. Complete Inflow and Infiltration study for the Townsite Stormwater Master Plan	Complete	
2. Work with municipal partners to develop a Regional Strategy for Inflow and Infiltration based on completed study.	Ongoing	
Accountable Department	Water and Wastewater Services Regional and Community Utilities	
Resources Needed:		
Completing with existing staff time, existing budget and partnerships with the member municipalities		

Environmental Stewardship

Action: Administer source control strategies aimed at reducing contaminants that industries and businesses discharge into the sanitary sewer system **RCU-ES-2-12**

Strategic Priority: **Related Initiative** **2**

Origin: Resolution # 13-530

Tasks	Status
1. Work with partner municipalities to investigate strategies to address illegal discharges.	In Progress
2. Monitor wastewater influent and biosolids quality to assess potential contaminant sources	In Progress
Accountable Department	Water and Wastewater Services Regional and Community Utilities
Resources Needed:	
<p>Completing with existing staff time, existing budget and partnerships with the member municipalities</p> <p>As per the Solid Waste Management Plan</p>	

Environmental Stewardship		
Action:	Develop a long-term strategy for Biosolids management in the region	RCU-ES-2-13
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 13-530, 17-284 Liquid Waste Management Plan Timberwest License Agreement	
Tasks:	Status:	
1. Complete a Biosolids Site Lifetime Assessment	Complete	
2. Explore the potential to use Biosolids during closure of the Regional Landfill	In Progress	
3. Explore additional ways to beneficially manage RDN Biosolids	Scheduled for 2020 Work Plan	
Accountable Department	Water and Wastewater Services Regional and Community Utilities	
Resources Needed:		
Water and Wastewater Services will retain contract services in the 2020 budget be in order to advance the long-term strategy for Biosolids management in the region “Regional District of Nanaimo (RDN) enter into a four-year agreement with TimberWest Forest Company (TimberWest) to enable biosolids forest fertilization activities.”		

Environmental Stewardship		
Action:	Assist VIU with neighborhood air quality monitoring	SCD-ES-2-14
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 17-571	
Tasks:	Status:	
1. Work with VIU to determine areas to monitor for air quality	Complete	
2. Review air quality test results	In Progress - December 2019	
3. Use results to inform programming including outreach and incentives.	Planned Pending Board Approval	
Accountable Department	Energy & Sustainability Long Range Planning Strategic and Community Development	
Resources Needed:	<p>Through this partnership, the RDN's contribution of \$5, 000 has been provided from the Carbon Tax reserve in 2018, with results and reporting to be shared by December 2019.</p>	

Environmental Stewardship		
Action:	Review Green Building Incentive Program for Electoral Areas and Lantzville	SCD-ES-2-15
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 18-394, 18-395	
Tasks:	Status:	
1. Manage rebate program	Ongoing	
2. Review Rebate Program delivery options	Planned 2020	
Accountable Department	Energy & Sustainability Long Range Planning Strategic and Community Development	
Resources Needed:		
This is an ongoing initiative that is included in the regular work plans of Long-Range Planning department – There is up to \$50,00 available for rebates in the 2019 financial year.		

Environmental Stewardship		
Action:	Complete Energy Upgrades and Air Handler Replacements at Ravensong Aquatic Centre	PR-ES-2-16
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 19-118	
Tasks:	Status:	
1. Scope of work determined, and mechanical engineering consulting services secured	Complete	
2. The Board to approve the Award of contract for the Ravensong Aquatic Centre Mechanical Equipment Replacement Project	Complete	
3. Complete Energy Upgrades and Air Handler Replacements	Complete June 2019	
Accountable Department	Recreation Services Recreation and Parks Services	
Resources Needed:	<p>This was accounted for in the 2020 financial plan. Estimating approximately 40 hours of Staff time during the Construction phase, to liaise with engineers and construction contractors.</p>	

Environmental Stewardship		
Action:	Presentations to: the City of Nanaimo, the City of Parksville, the Town of Qualicum Beach and the District of Lantzville councils to provide the results of the report.	RCU-ES-2-17
Strategic Priority:	Related Initiative	2
Origin:	Watershed Monitoring Network Data (2011-2017) Resolution #18-491	
Tasks:	Status:	
1. Presentations to Councils listed above	Complete 2019	
Accountable Department	Drinking Water and Watershed Protection Water Services Regional and Community Utilities	
Resources Needed:		
This is now complete		

Environmental Stewardship		
Action:	Remove the cabin at Coat’s Marsh	RP-ES-2-18
Strategic Priority:	Related Initiative	2
Origin:	Resolution # 16-649	
Tasks:	Status:	
1. Complete hazmat study	Complete	
2. Remove Cabin at Coats Marsh	Complete	
Accountable Department	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

Environmental Stewardship		
Action:	Implement data management framework for DWWP program datasets to improve efficiency and organization, increase capacity for data integration and visualization, data analysis and data sharing	RCU-ES-2-19
Strategic Priority:	Related Initiative	2
Origin:	Drinking Water Watershed Protection Plan Resolution # 15-660, 18-129	
Tasks:	Status:	
1. Explored software solutions for groundwater quality data mgmt. & selected Water Tax	Complete	
2. Custom framework design underway; data entry in new system to commence in May	Complete	
3. Work with Province on data management via their new Water Data Portal (Aquarius) –under agreement that is currently being finalized.	Complete	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Resources Needed:		
Complete		

Environmental Stewardship

Action: Reduce precipitation infiltration by extending the cover system and installing water control features to minimize the risk of offsite groundwater impacts and reduce the amount of leachate requiring treatment **RCU-ES-2-20**

Strategic Priority: **Related Initiative** **2**

Origin: Solid Waste Services 2018/2019 Business Plans

Tasks:

Status:

- | | |
|---------------------------|--------------------------------------------------|
| 1. Implement project plan | Complete |
| 2. Regular monitoring | Ongoing Task – Included in department core roles |

Accountable Department

Solid Waste Services
Regional and Community Utilities

Resources Needed:

Priority project carried out by existing environmental landfill staff.

Environmental Stewardship

Action: Work with Recycle BC, the collection contractor, municipal partners and residents to lower contamination in recycling and organic waste streams **RCU-ES-2-21**

Strategic Priority: **Related Initiative** **2**

Origin: Resolution # 18-409
Recycle BC Service Agreement: November 30, 2018 – December 31, 2023

Tasks: **Status:**

- | | |
|------------------------------------------------------------|-------------|
| 1. Curbside outreach | Complete |
| 2. Solid Waste Newsletter (residential curbside) | In Progress |
| 3. Solid Waste Newsletter (Solid Waste Management Program) | In Progress |

Accountable Department **Solid Waste Services**
Regional and Community Utilities

Resources Needed:

Project carried out with existing staff resources

Environmental Stewardship

Action: Work with other agencies to reduce illegal dumping and community parties to carry out clean up **RCU-ES-2-22**

Strategic Priority: **Related Initiative** **2**

Origin: 2018 Solid Waste Management Plan
Resolution # 18-254

Tasks: **Status:**

1. Maintain dialogue with community partners (AVICC, Member municipalities, VIU, Ministry of Environment's "RAPP" Line) Ongoing

Accountable Department **Solid Waste Services**
Regional and Community Utilities

Resources Needed:

\$15,000 for clean-up and included in the 2019 Solid Waste Budget

Environmental Stewardship		
Action:	Work with Land Trusts to secure identified regionally significant parkland	RP-ES-2.1-23
Strategic Priority:	Related Initiative	2.1
Origin:	Strategic Plan 2019 – 2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Negotiate land acquisitions for regionally significant parklands in partnership with Land Trusts as opportunities arise	Ongoing	
Accountable Department	Parks Services Recreation and Parks Services	
Resources Needed:		
Funding through partnerships and the Regional Parks Capital Budget		

Environmental Stewardship

Action: Complete comprehensive trend analysis on surface water quality data from the Community Watershed Monitoring network, to inform land-use planning, targeted outreach, further monitoring and watershed protection decisions. **RCU-ES-2-24**

Strategic Priority: **Related Initiative** **2**

Origin: Watershed Monitoring Network Data (2011-2017)
Resolution # 18-491

Tasks:	Status:
1. Develop project scope	Complete
2. Issue RFP and engage consultants	Complete
3. Data compilation and analysis	Complete
4. Final Report	Complete - November 2018

Accountable Department **Water and Utility Services**
Regional and Community Utilities

Resources Needed:

Project complete from the Community Watershed Monitoring Network (CWMN), and initiative led by RDN's DWWP and the Ministry of Environment
Report was provided to board, seeking board to endorse presentations to the City of Nanaimo, the City of Parksville, the Town of Qualicum Beach and the District of Lantzville to provide the results of the report – Resolution # 18-491

Environmental Stewardship		
Action:	The Regional District of Nanaimo Board review the Terms of Reference of the Solid Waste Management Select Committee.	RCU-ES-2-25
Strategic Priority:	Related Initiative	2
Origin:	Resolution #19-311	
Tasks:	Status:	
1. Review of current Terms of Reference	Complete	
2. Present to Executive Committee	Fall 2019	
3. Present recommendations of Solid Waste Management Select Committee Terms of Reference to the Board	2020	
4. Implementation of Terms of Reference	2020	
Accountable Department	Solid Waste Regional and Community Utilities	
Resources Needed:		
There are no additional resources required, financial requests are considered in 2020 Budget		

Housing

Section Contents

PROMOTE AFFORDABLE HOUSING FOR RESIDENTS

3.1 Advocate for additional funding support for housing from senior governments

Action #	Action Description	Status	
SCD Future	Advocate - Advocate for additional funding support for housing from senior governments	Ongoing Department Work Plans	2022

3.2 Develop a regional Housing Strategy, including support/tools for affordable housing

Action #	Action Description	Status	
<u>SCD-H-3.1-01</u>	Housing Needs Assessment and Regional Housing Service review and recommendations	Ongoing Department Work Plans	2022
SCD Future	Review secondary suite requirements – Building standards and parcel size See: <u>SCD-GM-4-18</u> for more information	Included in Bylaw 500	2020
SCD Future	Housing Needs Assessment and Regional Housing Service review, service establishment recommendations 2019-2020	Planned	2022
SCD Future	Professional expertise in Social Planning to implement housing strategy	Future	2022

3.3 Advocate for alternative regulations in the BC Building Code to support innovation

Action #	Action Description	Status	
SCD Future	Advocate – Advocate for alternative regulations in the BC Building Code to support innovation	Ongoing Department Work Plans	2022

Related Initiatives

Action #	Action Description	Status	
SCD Future	Participation in Provincial and Regional Development Approval Review Project – Develop local response to recommendations	Planned	2020
SCD Future	Report on Development Cost Charges (DCC) and Development Amenities Policy	Future	2021

Housing		
Action:	Housing Needs Assessment and Regional Housing Service review and recommendations – Building standards and parcel size	SCD-H-3.2-01
Strategic Priority:	Develop a Regional Housing Strategy, including support/tools for affordable housing	3.2
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Continue providing affordable housing	Ongoing	
2. resources updates on web	Underway	
3. Complete Housing Capacity Study	2020	
4. Regional Housing Strategy <ul style="list-style-type: none"> ○ Create taskforce of key stakeholders ○ Apply for grant funding for community engagement and preparation of draft regional housing strategy ○ Community engagement and final draft of Strategy ○ Amend Regional Growth Strategy ○ Implement Regional Housing Strategy, including financial supports and partnerships from provincial and federal governments 	2020	
Accountable Department	Long Range Planning Strategic and Community Development	
Resources Needed:	<p>\$5,000 for taskforce, \$80,000 for strategy, \$10,000 for community engagement</p> <p>Resolution # 18-392 “The Board provide direction to advance a regional approach to affordable housing that considers partnership development and the creation of a regional affordable housing service and reserve fund.”</p>	

Growth Management

Section Contents

PROVIDE EFFECTIVE REGIONAL LAND USE PLANNING AND RESPONSIBLE ASSET MANAGEMENT FOR BOTH PHYSICAL INFRASTRUCTURE AND NATURAL ASSETS

4.1 Protect agricultural land use planning and responsible asset management for both physical infrastructure and natural assets

Action #	Action Description	Status	
SCD-GM-4.1-01	RDN Agricultural Advisory Committee (AAC)	Ongoing	2022
SCD-GM-4.1-02	Review household poultry regulations	Ongoing	2022
SCD-GM-4.1-03	Board policies on Agricultural Land Commission (ALC) applications and processing	Planned	2020
SCD-GM-4.1-04	Review Agriculture Advisory Committee Terms of Reference	Planned	2020
SCD-GM-4.1-05	Implement Agriculture Area Plan	Future	2021
SCD-GM-4.1-06	Review RDN Agriculture Area Plan – Organization and promotion of agriculture as economic sector: research, expansion of production, value added and marketing	Future	2021
SCD-GM-4.1-07	Support and review Cannabis Production and Retail Applications	Planned	2021

4.2 Fully Develop Asset Management Plan

Action #	Action Description	Status	
SCD-GM-4.2-08	Asset Management Replacement Cost Study Project 2019	Ongoing	December 2019
SCD Future	Asset Condition Assessment Study	Planned	2020
SCD Future	Continue in-house Training in Asset Management	Future	2021
SCD Future	Implement Asset Management Plan – Software, procedures, Internal Tracking and Financial Planning	Future	2021
RCU-GM-4.2-09	Replace Fairwinds #1 Groundwater Well In-Situ	In Progress	2020
RCU-GM-4.2-10	Construct Water/Utilities Operations Facility on RDN-owned land in Nanoose Bay	In Progress	2021
RCU-GM-4.2-11	Complete Condition Assessments/Capital Plans for all Water Service Areas to provide better definition and clarity for future asset replacements and upgrades	Now Included in Asset Management Study	See Goal SCD-GM-4.2-XX
RCU-GM-4.2-12	Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement	In Progress	2020
RCU-GM-4.2-13	Nanoose Water Service Area capital upgrades, 2014 Referendum.	In Progress	2021

RCU-GM-4.2-14	Develop water supply strategy for the French Creek WSA in order to provide improved water quality to 239 households	In Progress	2020
RCU-GM-4.3-15	Design and construction of a new pump house and transmission main for the Whiskey Creek WSA	Pending Access	TBD

4.3 Conduct a full review of the Regional Growth Strategy to protect and enhance rural and urban communities

Action #	Action Description	Status	
SCD-GM-4.3-16	Initiate work on background for consideration of Regional Growth Strategy (RGS) review	In Progress	2019
SCD Future	Consider a full RGS review in 2020	Planned	2021
SCD Future	Subdivision approval authority	Future	2021
<i>Related Initiatives</i>			

Action #	Action Description	Status	
SCD-GM-4-17	Develop Community Amenity Policy		
SCD-GM-4-18	Initiate a targeted review of Bylaw 500 in 2019	In Progress	2020
RCU-GM-4-19	Support Area F OCP Update with analysis of water quality status and risk and water availability	In Progress	2021
TES-GM-2-20	Replacement of the Dashwood Fire Hall	Planned	2020
SCD-GM-2-21	Initiate OCP and Zoning amendments for the Nanaimo Airport	In Progress	2021
RCU Future	Develop modern SCADA system for Water Service Areas	Planned	2020
SCD-GM-4-22	Initiate review of the Electoral Area F OCP	In Progress	2021
RCU-GM-4-23	Refine chemically enhanced primary treatment procedures during periods of high BOD and TSS and maintenance periods.	In Progress	2020
SCD-GM-4-24	Subdivision Servicing Bylaw and Approving Officer Service review	In Progress	2020
RCU-GM-4-25	Review Design & Operations Plan (D&O) and ensure compliance with the Ministry of Environments regulatory obligations	In Progress	2020
RCU-GM-4-26	Implementation of the new automated collection service in Fall 2020	In Progress	2020
RP-GM-4-27	Complete design for Cell 1 closure and flare station upgrade	In Progress	2021
CS-GM-4-28	Begin the process of replacing the Onpoint Web Map product with a more data rich, flexible and intuitive interface	Internal: Complete External: Ongoing	Dec 2019
TEP-GM-4-29	RDN and FDs to work on an annual recruitment/retention campaign to create greater exposure from joint advertising and testing opportunities	Future	2020

RCU Future	Report on completion of Water System Risk Management Plan (Ministry of Health is lead on initiative)	On Hold	Waiting on Ministry of Health
RCU-GM-4-30	Design and install back-up power for the Nanoose Water Treatment Plan	In Progress	2020
RCU-GM-4-31	Expand Bay Avenue pump station - \$180k in 2018 for Design	In Progress	2021
CS-GM-4-32	Develop a GIS Strategic plan based on recommendations of the GIS Service Review	Ongoing	2020
CS-GM-4-33	Implement Caseware Financial Statement reporting tool.	In Progress	2020
RCU-GM-4-34	Work on sewer servicing strategy for Cedar Village with Development Services	In Progress	2020
SCD-GM-4-35	Complete sign bylaw review to support community kiosks, and community identification and wayfinding signage	In Progress	2020
RCU Future	Continue planned capital upgrades in RDN water systems in order to maintain services at current levels.	Planned	2021
RCU Future	Design and construction of new Nanoose Pump station to meet current and build-out water demand requirements	Planned	2020
CS-GM-4-36	Implement an RDN applicant tracking system	Ongoing	December 2019
CS-GM-4-37	Revise purchasing policies including social/sustainable procurement and develop templates.	In Progress	2020
TES Future	Implement Dave Mitchell (consultant) report recommendations for Fire Services	Ongoing	2020

2019 Actions and Accomplishments

All-SCD-GM-4.2-38	Work with departmental staff and RDN Asset Management working group to implement Asset Management Program	Complete	<input checked="" type="checkbox"/>
RCU-GM-4-39	That staff be directed to bring back a report to the January 8, 2019 Committee of the Whole meeting, regarding the options and implications of undertaking further investigations of land disposal for the Bowser Village Centre Wastewater Project.	Complete	<input checked="" type="checkbox"/>
SCD-GM-4-40	Process development applications within target processing timelines.	Ongoing	Department Work Plans
SCD-GM-4-41	Monitor applications to assess opportunities for improved timelines.	Ongoing	Department Work Plans
SCD-GM-4-42	Streamline application requirements for Development Permits and Temporary Use Permits	Ongoing	Department Work Plans
CU Complete	Work with residents to investigate water, sewer, and street lighting service area expansions that compliment OCP and RGS objectives	Inclusion in EA OCP/RGS	Goal 4

RCU Complete	Continue work to develop a ground water source for Whiskey Creek Water Service Area to meet Island Health requirements to provide safe drinking water to 126 households; and to reduce call-outs as well as water hauling and overtime costs for Utilities staff	Complete	✓
RCU Complete	Quantify maintenance and repair costs to determine the annual cost of maintaining “problem” assets versus replacement	Now Included in Asset Management Study	See Goal SCD-GM-4.2-XX
RCU Complete	Report on recommended service options for Curbside Collection (automated vs manual)	Complete	✓
RCU Complete	Completion of a SCADA Master Plan for all Water Service Areas. Implementation of this plan, in stages over the next few years, will result in increased Operations efficiency	Complete	✓
SCD-GM-4-43	Shorten permit turnaround time by promoting use of public portal for applications and inspection requests through website, news releases and RDN publications.	Ongoing	2020
CS- GM-4-44	Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations	<i>Not efficient use of RDN Resources</i>	<i>Removed From Work plan</i>
CS-GM-4-45	Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts	Complete	✓
CS-GM-4-46	Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customers’ on-line access	Complete	✓
CS-GM-4-47	Assist all departments in complying with WorkSafeBC Regulations and facilitating proactive return to work initiatives in order to better manage the claims and reduce associated claims costs	Complete (Ongoing)	✓
SCD-GM-4-48	Enhance internal permit processing efficiencies through use of Electronic Plan Review software.	Complete	✓
CS- GM-4-49	Complete Hazardous Materials Management Plan for all RDN sites	Complete (Ongoing)	✓
TES Complete	Explore options for the redevelopment of the Dashwood Fire Hall	Complete	✓
<u>2018 Actions and Accomplishments</u>			
SCD- GM-4-50	Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public	Ongoing	✓
TEP Complete	Establish Regional Fire Services – Apparatus Maintenance Working Group to assess options for regional maintenance and testing of fire apparatus and equipment for potential efficiencies and cost savings	Complete	✓
CS-GM-4-51	Conduct local government elections and referendums to be included on the ballot(s).	Complete	✓
SCD-GM-4-52	Research and support for grant funding opportunities and administration of Community Works Fund	Complete (Ongoing)	✓
TEP-GM-4-53	Monitor Playbook requirements at Practices and documentation process	Ongoing	Department Plans

SCD- GM-4.3-54	Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site	Complete <i>Annual Review</i>	<input checked="" type="checkbox"/>
CS-GM-4-55	Replace Head Office Data Centre Server Cluster and disaster recovery / data replication servers at Oceanside Place	Complete	<input checked="" type="checkbox"/>
CS Complete	Property Insurance brokerage contract required for April 1, 2018	Complete	<input checked="" type="checkbox"/>
CS-GM-4-56	Develop a plan for implementing an Electronic Documents Records Management System	Ongoing	Department Plans
CS Complete	Develop an Open Data Portal for GIS related information for Public consumption	Complete	<input checked="" type="checkbox"/>
TES Complete	Implement the identified Emergency Planning Services priority projects in 2017	Complete	<input checked="" type="checkbox"/>
CS Complete	Review the existing Board Procedure Bylaw and develop options for amendments to the Bylaw	Complete	<input checked="" type="checkbox"/>
RP Complete	Complete Recreation Services Master Plan for the Oceanside Area	Complete	<input checked="" type="checkbox"/>
SCD Complete	Review RDN Agriculture as economic sector: research, expansion of production, value added and marketing	Complete	<input checked="" type="checkbox"/>
RCU-GM-5-57	Completion of a Supervisory Control and Data Acquisition (SCADA) Master Plan for all Water Service Areas. Implementation of this plan, in stages over the next few years, will result in increased Operations efficiency	Complete	<input checked="" type="checkbox"/>
SCD	Research, expansion of production, value added marketing	Complete	<input checked="" type="checkbox"/>

Growth Management		
Action:	RDN Agricultural Advisory Committee (AAC)	SCD-GM-4.1-01
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) Resolution # 13-053	
Tasks:	Status:	
1.	Use committee to provide advice on farming related items	Ongoing
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Current committee and staffing resources are accounted for in current financial plan		

Growth Management		
Action:	Review Household Poultry Regulations	SCD-GM-4.1-02
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) Resolution # 16-381 & 18-311	
Tasks:	Status:	
1. Review existing regulations	Underway, part of Bylaw 500 review	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Currently this project is accounted for in Current Planning work plans – moving forward this initiative will be part of the Bylaw 500 review		

Growth Management		
Action:	Board Policies on Agricultural Land Commission (ALC) applications and processing	SCD-GM-4.1-03
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Resolution # 15-769	
Tasks:	Status:	
1. Review existing policy	Initiate in 2020	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Resources are accounted for in Current Planning work plans, utilizing current staffing resources		

Growth Management		
Action:	Review Agricultural Advisory Committee (AAC) Terms of Reference	SCD-GM-4.1-04
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Resolution # 19-341, 17-224	
Tasks:	Status:	
1. Review Terms of Reference	Start in 2020	
Accountable Department:	Current Planning	
Resources Needed:	Resources are accounted for in Current Planning work plans, utilizing current staffing resources	

Growth Management		
Action:	Implement Agriculture Area Plan	SCD-GM-4.1-05
Strategic Priority:	Protect Agricultural Lands, and promote agriculture and food production in the region	4.1
Origin:	Resolution # 15-457, 16-364	
Tasks:	Status:	
1. Review Agriculture Area Plan	Future: 2021	
2. Update priorities and implement	Future: 2021	
Accountable Department:	Long Range Planning Strategic and Community Development	
Resources Needed:		
Project to be defined in 2020 Operational Plan report		

Growth Management		
Action:	Review RDN Agriculture Area Plan – Organization and promotion of agriculture as economic sector: research, expansion of production, value added and marketing	SCD-GM-4.1-06
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Resolution # 15-457, 16-364	
Tasks:	Status:	
1. Initiate Agriculture Area Plan Review	2021	
Accountable Department:	Current Planning Long Range Planning Strategic and Community Development	
Resources Needed:	<p>This project requires both RDN staff and external consultant expertise</p> <p>This project is slated to begin in 2021 and will require both additional staffing resources and the expertise of a consultant</p>	

Growth Management		
Action:	Support and review Cannabis Production and Retail Applications	SCD-GM-4.1-07
Strategic Priority:	Protect agricultural lands and promote agriculture and food production in the region	4.1
Origin:	Resolution # 19-253, 19-252, 19-075	
Tasks:	Status:	
1. Provide options for review	In progress 2019	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Resources are accounted for in Current Planning work plans, utilizing current staffing resources		
Issue of regulation of cannabis production in the RDN has been referred to the Agricultural Advisory Committee		

Growth Management		
Action:	Asset Management Replacement Cost Project 2019	SCD-GM-4.2-08
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) Resolution #15-382, 15-419, 15-816, 15-817, 15-819, 16-275, 16-403, 17-031, 18-195, Asset Management Policy A2-21	
Tasks:	Status:	
1. Draft Terms of Reference and RFSQ.	Complete	
2. Secure consultant.	Planned – September 2019	
3. Develop regional current asset replacement cost database.	Not Started	
4. Establish guidelines and procedures for integrating current replacement cost data into budgets and long-term financial plan	Not Started	
5. Results of Asset Condition Study	December 2019	
6. Results of Asset Replacement Study	Future 2020	
7. Implement Asset Management Plan – Software, Procedures, Internal Tracking and Financial Planning	Future 2021	
8. Continue in-house Training in Asset Management	Future 2022	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:		
Consultant services have been accounted for in the 2019 Financial Plan UBCM Agreement: Asset management replacement study – September 2019		

Growth Management		
Action:	Replace Fairwinds #1 Groundwater Well In-Situ	RCU-GM-4.2-09
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Regulatory Requirement Financial Plan 2019	
Tasks:	Status:	
1. Engage hydrogeologist to assist with development of new well on existing site	January 2020	
2. Drill, develop, license, and commission new well.	April 2020	
Accountable Department:	Water Services Regional and Community Utilities	
Resources Needed:		
Funded from reserves in 2020 Capital Plan at \$180,000		
Contract required with hydrogeologist and well drilling contractor		

Growth Management		
Action:	Construct Water/Utilities Operations Facility on RDN-owned land in Nanoose Bay	RCU-GM-4.2-10
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Regulatory Requirement Financial Plan 2019	
Tasks:	Status:	
1. Select consultant and develop building plan and budget.	Start late 2019, complete early 2020	
2. Arrange debt financing and repayment via parcel tax appropriation (no increase).	2020	
3. Construct new facility	Start in 2020, complete in 2021	
Accountable Department:	Water Services Regional and Community Utilities	
Resources Needed:		
Conceptual cost estimate of \$800,000. Will result in significant cost savings to taxpayers over current long-term lease.		

Growth Management		
Action:	Complete Condition Assessments/Capital Plans for all Water Service Areas to provide better definition and clarity for future asset replacements and upgrades	RCU-GM-4.2-11
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Regulatory Requirement Department Performance Indicator	
Tasks:	Status:	
1. Post RFP and Award Contract	Complete	
2. Consultant to complete Condition Assessment/ Capital Plan Report	In Progress	
3. Integrate Report Recommendations into 2020 Budget and 5-year Financial Plan	Not Started	
Accountable Department:	Water and Utility Services Regional and Community Utilities	
Resources Needed:		
Consultant report due Sept 6, 2019. Pertinent info will be included in 2020 capital plan submission.		

Growth Management		
Action:	Continue developing Preventative Maintenance Plan to monitor equipment failure and repair costs and prioritize asset replacement	RCU-GM-4.2-12
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Financial Plan 2019 Preventative Maintenance (Regulatory Requirement) Resolution #15-382, 15-419, 15-816, 15-817, 15-819, 16-275, 16-403, 17-031, 18-195 Asset Management Policy A2-21	
Tasks:	Status:	
1. Apply for permits to carryout work on interceptor along foreshore	Complete	
2. Repair ageing manhole on Parksville and Qualicum Interceptor	In Progress	
3. Engineering analysis of Departure Bay Forcemain and reviewed final report	Complete	
4. Review forcemain anomalies, conduct field inspections, develop emergency response plan	In Progress	
5. Identify budget requirements for carrying out final report recommendations	In Progress	
6. Preventative Maintenance activities continue to be entered for new assets & reviewed for existing	Ongoing	
Accountable Department:	Wastewater Services Regional and Community Utilities	
Resources Needed:	No additional resources are required, tasks will be completed as part of existing capital and operational plans	

Growth Management		
Action:	Nanoose Water Service Area capital upgrades, 2014 Referendum.	RCU-GM-4.2-13
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Resolution # 14-563 & 19-305	
Tasks:	Status:	
1. Complete Anchor Way Main Construction	Complete	
2. Prepare RFP and Award Design for French Creek Well #2 Upgrades	Complete	
3. Award Construction Contract and Complete French Creek #2 Well Upgrade	Complete	
4. Replace West Bay #3 Well with a new well in the same location.	Complete	
5. Replace water main on Outrigger Drive, Nanoose	In planning phase – to be done in coordination with developer	
6. Replace water main on Dolphin Drive, Nanoose	In planning phase – to be done in coordination with developer	
7. Nanoose DCC Update	2019/2020	
8. West Bay Pumphouse Upgrade	2019/2020	
9. Replace Dorcas Point watermain	2020/2021	
Accountable Department:	Water and Utility Services Regional and Community Utilities	
Resources Needed:		
Task 5 and 6 - Work to be done in concert with Fairwinds Landing development. Cost sharing agreement has been prepared and is with developer for review.		

Growth Management		
Action:	Develop water supply strategy for the French Creek WSA in order to meet new regulations on manganese concentration.	RCU-GM-4.2-14
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Regulatory Requirements	
Tasks:	Status:	
1. Continue dialogue with EPCOR Water Utilities	Not started	
2. Discuss potential Changes to Drinking Water Standards with Island Health	In Progress	
3. Seek grant funding for necessary upgrades to FCWSA infrastructure	Complete (grant not received)	
4. Negotiate with EPCOR and Town of Qualicum Beach to reach a cost-effective long-term water supply strategy that could benefit all three parties.	Not started	
Accountable Department	Water and Utility Services Regional and Community Utilities	
Resources Needed:		
Requiring Staff time for 2020		

Growth Management		
Action:	Design and construction of a new pump house and transmission main for the Whiskey Creek Water Service Area	RCU-GM-4.2-15
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Regulatory Requirement Resolution # 15-664	
Tasks	Status	
1. Initiate Design and Procurement Process	Not Started – Pending Accessing Water Supply.	
Accountable Department:	Water and Utilities Regional and Community Utilities	
Resources Needed:		
TBD - Pending Accessing Water Supply.		

Growth Management		
Action:	Initiate work on background information for consideration of Regional Growth Strategy (RGS) Review	SCD-GM-4.3-16
Strategic Priority:	Conduct a full review of the Regional Growth Strategy to protect and enhance rural and urban communities	4.3
Origin:	Resolution # 18-320	
Tasks:	Status:	
1. Report to the Board with preliminary assessment seeking approval to continue. Include a review of policies relating to affordable housing.	Complete	
2. Develop RGS Review Consultation Plan	In Progress	
Accountable Department:	Long Range Planning Strategic and Community Development	
Resources Needed:	0.5 of a Full Time Employee is required, and estimating \$100, 000 - \$150, 000 is requested from the Regional Growth Strategy Review Reserve	

Growth Management		
Action:	Develop Community Amenity Policy	SCD-GM-4-17
Strategic Priority:	Related Initiative	4
Origin:	2019 Strategic Plan Alignment Review (Resolution #19-258)	
Tasks:	Status:	
1. Review policies from other Local Governments	Projected start Spring 2020	
2. Review of existing Official Community Plan (OCP) amenity policies	Planned 2020	
3. Review Best Practice documents and documents from province	Planned 2020	
4. Draft Board Policy	Future	
Accountable Department	Current Planning Strategic and Community Development	
Resources Needed:		
To be included in department work plans and to be conducted with current staffing requirements. Additional operating budget request for 2020 financial plan of \$10, 000 for professional services		

Growth Management		
Action:	Initiate a targeted review of Bylaw 500 in 2019	SCD-GM-4-18
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 16-641, 16-642, 16-762 & 18-058	
Tasks:	Status:	
1. Report to the EASC on full scope of targeted amendments of an amendment bylaw	In Progress: complete by December 2019	
2. Board adoption of Recommended Amendments	2020	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Reviews of Bylaw 500 initiative are accounted for in Current Planning work plans. Funds have been allocated for legal review.		

Growth Management		
Action:	Support Area F OCP Update with analysis of water quality status and risk and water availability	RCU-GM-4-19
Strategic Priority:	Provide effective regional land use planning and responsible asset management for both physical infrastructure and natural assets	4
Origin:	Resolution # 17-507, 17-606	
Tasks:	Status:	
1. Engage consulting hydrogeologist	Complete	
2. Compile data and oversee analysis	In progress	
3. Receive final document and integrate with Planning process	In progress	
Accountable Department:	Water Services Regional and Community Utilities	
Resources Needed:		
Budget is assigned in DWWP operating funds under professional fees.		

Growth Management		
Action:	Replacement of the Dashwood Fire Hall	TES-GM-4-20
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 16-144, 19-143, 19-144-, 19-145, 19-1456	
Tasks:	Status:	
1. Seek elector approval for the borrowing for the replacement of the fire hall	In Progress	
2. Submit a Request for Proposals for the design and construction of the fire hall	In Progress	
3. Arrange for temporary facilities	In progress	
4. Oversee construction of new fire hall	Projected to start in 2020	
Accountable Department:	Emergency Services Transportation and Emergency Services	
Resources Needed:		
As per 5 year financial plan		

Growth Management		
Action:	Initiate Official Community Plan (OCP) and Zoning amendments for the Nanaimo Airport	SCD-GM-4-21
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 17-507, 17-606	
Tasks:	Status:	
1. Draft OCP Policies and Zoning Amendment Bylaw	Complete	
2. Proceed with public engagement	2019	
Accountable Department:	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:	0.2 of a Full Time Employee for Long-Range Planning is required, and will be conducted with existing Long-Range Base budget	

Growth Management		
Action:	Initiate review of the Electoral Area F OCP	SCD-GM-4-22
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 17-507, 17-606	
Tasks:	Status:	
1. Review Initiated	Complete	
2. Develop Terms of Reference and Consultation Plan	2019	
3. Undertake review with consultation	2019	
4. Draft new bylaw	2020	
5. Bylaw adoption process	2021	
Accountable Department:	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:	\$53,000 for bylaw review, \$36,000 for community engagement and bylaw drafting, and \$1500 for bylaw adoption	

Growth Management		
Action:	Refine chemically enhanced primary treatment procedures during periods of high Biochemical Oxygen Demand and Total Suspended Solids and maintenance periods. (Greater Nanaimo Pollution Control Centre)	RCU-GM-4-23
Strategic Priority:	Related Initiative	4
Origin:	Liquid Waste Management Plan	
Tasks	Status	
1. Tender and award Liquid Aluminum Sulphate contract	Complete	
2. Monthly project meeting examine effluent quality and chemical consumption	Ongoing	
3. Commission secondary treatment to eliminate need for chemically enhanced primary treatment	2020	
Accountable Department:	Water and Wastewater Services Regional and Community Development	
Resources Needed:	Not additional resources need part of existing operating, management and capital plan	

Growth Management		
Action:	Complete subdivision servicing bylaw review.	SCD-GM-4-24
Strategic Priority:	Related Initiative	4
Origin:	2019 Strategic Plan Alignment Review (Resolution #19-258) Resolution # 16-174, 17-606	
Tasks:	Status:	
1. Procure Professional Services	Complete	
2. Development of a draft standalone subdivision servicing bylaw	In Progress	
3. Introduce subdivision servicing bylaw to EASC	In Progress	
4. Stakeholder consultation	In Progress	
5. Adoption of Subdivision Servicing Bylaw	2020	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:	<p>Current financial requirements to engage a consultant in order to achieve desired outcome are accounted for in 2019 Financial Plan.</p> <p>This Subdivision Bylaw review is part of the Bylaw 500 Review (Resolution # 16-641, 16-642, 16-762 & 18-058)</p>	

Growth Management		
Action:	Review Design & Operations Plan and ensure compliance with the Ministry of Environments regulatory obligations	RCU-GM-4-25
Strategic Priority:	Related Initiative	4
Origin:	Ministry of Environment Regulatory Requirement	
Tasks:	Status:	
1. Submit 2019 Annual Report to Ministry of Environment	In Progress	
2. Update Hydrogeological Assessment	In Progress (Draft)	
3. Update Design & Operation Plan	Scheduled for 2020	
Accountable Department:	Solid Waste Services Regional and Community Development	
Resources Needed:	\$75,000/year Contract with Wood Environmental (2017-2020) \$70,000 Design & Operation Update (2020)	

Growth Management		
Action:	Implementation of the new automated collection service in Fall 2020	RCU-GM-4-26
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 18-335, 18-440	
Tasks:	Status:	
1. RFP issuance, evaluation and recommendation to the Board	Complete	
2. RFP award and negotiations	Complete	
3. Public education	In Progress	
4. Contract management to ensure deadlines are met in order to meet service commencement date	In Progress	
Accountable Department:	Solid Waste Services Regional and Community Services	
Resources Needed:	50% of Solid Waste Special Projects Coordinator 3X Special Projects Assistants – cart rollout assistance Jul to Sep 2020 3X Special Projects Assistants – hotline rollout assistance Sep to Dec 2020 3X Special Projects Assistants – collection day assistance Oct to Dec 2020	

Growth Management		
Action:	Complete design for Cell 1 closure and flare station upgrade	RP-GM-4-27
Strategic Priority:	Related Initiative	4
Origin:	MOE Regulatory Requirement - Landfill Design & Operations Plan	
Tasks:	Status:	
1. Design Cell 1 Closure	In Progress (50% Complete)	
2. Flare Station Upgrade	In Progress	
Accountable Department:	Solid Waste Services Regional and Community Utilities	
Resources Needed:	<p>\$1.9M Closure Cell 1 (2019/2020/2021 SW Capital Plan)</p> <p>\$298,000 Flare Station and Installation (2019/2020 SW Capital Plan)</p>	

Growth Management		
Action:	Begin the process of replacing the Onpoint Web Map product with a more data rich, flexible and intuitive interface	CS-GM-4-28
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks	Status	
1. Detailed Requirements document.	Complete	
2. Issue Web Map RFP	Complete	
3. Planned external deployment	In Progress / December 2019	
Accountable Department:	Information Technology and GIS Services Corporate Services	
Resources Needed:		
25% of an FTE required until completion – Project is accounted for in current financial year		

Growth Management		
Action:	RDN and Fire Departments to work on an annual recruitment/retention campaign to create greater exposure from joint advertising and testing opportunities	TEP-GM-4-29
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Standardize RDN Fire Department member compensation	On hold until governance review complete. Deferred to 2020	
Accountable Department:	Fire Services Transit and Emergency Services	
Resources Needed:		
This project is on hold until governance review is complete		

Growth Management		
Action:	Design and install back-up power for the Nanoose Water Treatment Plan	RCU-GM-4-30
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Construction and commissioning	In Progress Estimated completion October 2019	
Accountable Department:	Water & Wastewater Water and Utility Services Regional and Community Utilities	
Resources Needed:		
Project is currently accounted for in 2019 financial plan		

Growth Management		
Action:	Expand Bay avenue pump station	RCU-GM-4-31
Strategic Priority:	Related Initiative	4
Origin:	Capital Plan 2019 regulatory Requirement	
Tasks:	Status:	
1. Scope and tender detailed design	Tender Closed August 2019 – Evaluating submissions for selection.	
2. Detailed design completion	June 2020	
3. Construction	2020-2021	
Accountable Department:	Wastewater Services Regional and Community Utilities	
Resources Needed:	<p>Resources were included in the 2019 financial plan under Cost Item WW-0021.</p> <ul style="list-style-type: none"> Professional fees for detailed design and construction management: <ul style="list-style-type: none"> \$110,000 for 2019 \$283,346 for 2020 \$60,000 for 2021 Construction costs: <ul style="list-style-type: none"> \$2,323,698 for 2020 \$1,200,000 for 2021 <p>No additional internal staff resources will be required. A consultant will be retained for construction management and quality control purposes throughout construction.</p>	

Growth Management		
Action:	Develop a GIS Strategic plan based on recommendations of the GIS Service Review	CS-GM-4-32
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicators Regulatory Requirement	
Tasks:	Status:	
1. Review GIS Strategic Plan	In Progress	
2. Implement priority items.	Planned – Late 2019	
3. A revised and updated strategic plan and road map are being developed in 2020. This will take into consideration the numerous changes in the GIS section.	Planned - 2020	
Accountable Department:	Information Technology and GIS Services Corporate Services	
Resources Needed:		
Current resources are accounted for in financial plan.		

Growth Management		
Action:	Implement Caseware Financial Statement reporting tool	CS-GM-4-33
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Develop Financial Reporting Templates	In Progress	
2. Complete Automated Audited Financial Statements and Notes	In Progress	
Accountable Department:	Finance – Accounting Services Corporate Services	
Resources Needed:		
Currently conducted in current financial year		

Growth Management		
Action:	Work on sewer servicing strategy for Cedar Village with Development Services	RCU-GM-4-34
Strategic Priority:	Related Initiative	4
Origin:	Liquid Waste Management Plan Official Community Plan for Electoral Area A – Bylaw No. 1116 Capacity and Cost Review of the Duke Point Pollution Control Centre Agreement	
Tasks	Status	
1. Meet with City of Nanaimo staff to revise language in 2007 agreement sewer use agreement	In Progress	
2. Capacity & Cost Review of Duke Point Water Pollution Control Centre	In Progress	
3. Development Cost Charges and Service Area bylaw review and update	2020	
Accountable Department:	Water and Utility Services Regional and Community Development	
Resources Needed:		
This project will be carried out by existing admin staff		

Growth Management		
Action:	Complete sign bylaw review to support community kiosks, and community identification and wayfinding signage	SCD-GM-4-35
Strategic Priority:	Related Initiative	4
Origin:	Resolution #17-523	
Tasks:	Status:	
1. Bring recommendations to the EASC for sign bylaw amendments to support community kiosks, and community identification and wayfinding signage	Part of Bylaw 500 review, initiated in 2019, complete by end of 2020	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Current resources are accounted for in Current Planning staff work plans. Moving forward into 2020, project will be included in 500 Bylaw initiatives.		

Growth Management		
Action:	Implement an RDN applicant tracking system	CS-GM-4-36
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1.	Finalize and award RFP	In progress
2.	Begin implementation	4Q 2019
Accountable Department:	Human Resources Corporate Services	
Resources Needed:		
Project is included in current financial plan		

Growth Management		
Action:	Revise purchasing policies including social/sustainable procurement and develop templates.	CS-GM-4-37
Strategic Priority:	Related Initiative	4
Origin:	Resolution # 14-383, #16-361	
Tasks:	Status:	
1. Develop CAO Policy Procedures for Procurement activities	In Progress	
2. Draft New Board Policy and Revise Delegation Bylaw	In Progress	
3. Staff engagement on procurement policies	Ongoing	
Accountable Department:	Finance – Purchasing Corporate Services	
Resources Needed:		
Currently conducted with current staff capacity		

Growth Management		
Action:	Work with departmental staff and RDN Asset Management working group to implement Asset Management Program.	All-SCD-GM-4.2-38
Strategic Priority:	Fully develop our Asset Management Plan	4.2
Origin:	Resolution #15-382, 15-419, 15-816, 15-817, 15-819, 16-275, 16-403, 17-031, 18-195, Asset Management Policy A2-21	
Tasks:	Status:	
1. Meet with RDN asset management Working Group, project teams and operational staff	Completed	
2. Complete Departmental Asset Registries	Completed	
Accountable Department:	All Strategic Initiatives Strategic and Community Development	
Resources Needed:	<p>Consultant services have been accounted for in the 2019 Financial Plan</p> <p>UBCM Agreement: Asset management replacement study – September 2019</p> <p>This Action has been achieved and has moved-on to the next phase of Asset Management Initiatives (Cost replacement Study)</p>	

Growth Management		
Action:	That staff be directed to bring back a report to the January 8, 2019 Committee of the Whole meeting, regarding the options and implications of undertaking further investigations of land disposal for the Bowser Village Centre Wastewater Project.	RCU-GM-4-39
Strategic Priority:	Related Initiative	4
Origin:	Committee of the Whole Minutes - November 20, 2018	
Tasks:	Status:	
1. Report to Board February 2019	Complete	
Accountable Department:	Waste Water Services Regional and Community Utilities	
Resources Needed:		
This project is completed		

Growth Management		
Action:	Process development applications within target processing timelines	SCD-GM-4-40
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Monitor development applications against benchmark	Ongoing	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Resources are accounted for in Current Planning staffing resources and work plans. Moving forward, this will be an ongoing task of the department.		

Growth Management		
Action:	Monitor applications to assess opportunities for improved timelines	SCD-GM-4-41
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicators	
Tasks:	Status:	
1. Report to the Board on the effectiveness of the new development approvals delegation bylaw	End of 2019	
Accountable Department:	Current Planning Strategic and Community Development	
Resources Needed:		
Resources are accounted for in Current Planning work plans, utilizing current staffing resources		

Growth Management		
Action:	Streamline application requirements for Development Permits and Temporary Use Permits	SCD-GM-4-42
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Review Existing Development Permit Applications (DPA's) for consideration of standardization.	Complete	
2. Community and stakeholder engagement	Complete	
3. Complete Bylaw amendment process	In Progress September 2019	
Accountable Department:	Long Range Planning and Energy and Sustainability Strategic and Community Development	
Resources Needed:		
No resources needed		

Growth Management		
Action:	Shorten permit turnaround time by promoting use of public portal for applications and inspection requests through website, news releases and RDN publications	SCD-GM-4-43
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Implement public portal	In Progress	
2. Increase capacity to promote permit applications	Ongoing	
3. Promote use of public portal through website, RDN Publications and news releases	2019 - 2020	
4. Organize public orientation session	2019	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Current staff, casual staff support, engagement coordinator, communications coordinator, IT		

Growth Management		
Action:	Earn Certificate of Recognition (COR) to achieve reduced WorkSafeBC Premiums through compliance with WorkSafeBC Regulations	CS-GM-4-44
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Establish 6 JOHS Committees	Completed	
2. Conduct COR Audit to identify gaps	See below	
3. Assess value of spending funds on administration of COR versus focusing funds on safety prevention and claims management	See below	
Accountable Department	Human Resources Corporate Services	
Resources Needed:	<p>An internal COR assessment was completed in order to identify improvements needed in the OHS Program. These finding will lead ongoing health and safety activities. The cost benefit analysis of COR certification is not justified at this time. Safety activities will continue to focus on injury prevention activities and improvements to hazard identification and risk assessment processes, coupled with a comprehensive and effective OHS Program.</p>	

Growth Management		
Action:	Financial Plan review and awareness – continuous review and improvement of public information & jurisdiction impacts	CS-GM-4-45
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Graphic Representation of Budget Implications	Compete	
2. Include Budget Information on Get Involved webpage	Complete	
3. Begin 2019 Budget Document preparation	Complete	
Accountable Department:	Finance – Accounting Services Corporate Services	
Resources Needed:		
This project is completed		

Growth Management		
Action:	Ongoing work with Vadim support group for improvements related to purchasing, timesheet and customers’ on-line access	CS-GM-4-46
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Lead Regional District Client Group for Prioritization of VADIM Software Improvements	Complete	
Accountable Department:	Finance – Accounting Services Corporate Services	
Resources Needed:		
This project is completed		

Growth Management

Action: Assist all departments in complying with WorkSafeBC Regulation and facilitating proactive return to work initiatives in order to better manage the claims and reduce associated claims costs **CS-GM-4-47**

Strategic Priority: **Related Initiative** **4**

Origin: Department Performance Indicator

Tasks: **Status:**

1. Establish 6 JOHS Committees Completed

2. Review and update OHS Program to comply with WSBC Regulation Completed

3. Implement elements of OHS Program Completed

Accountable Department: **Human Resources**
Corporate Services

Resources Needed:

This project is Complete

Growth Management		
Action:	Enhance internal permit processing efficiencies through use of Electronic Plan Review software	SCD-GM-4-48
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Train staff to use Plan Review software	Complete (February 2019)	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Outside resources used		

Growth Management		
Action:	Complete Hazardous Materials Management Plan for all RDN sites	CS-GM-4-49
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Complete Hazardous Material survey	Completed	
2. Conduct current condition assessment of known hazardous materials	Completed	
3. Develop plan to remediation, or repair materials	Completed	
Accountable Department:	Human Resources Corporate Services	
Resources Needed:	<p>Ongoing condition monitoring, repair and remediation will be addressed as needed through health and safety activities, and maintained in the OHS Program Hazard Inventory, in accordance with WorkSafeBC requirements.</p>	

PEOPLE & PARTNERSHIPS		
Action:	Publish online updates to Building Code, owner builder information and changes to RDN processes for use by the public	SCD-GM-4-50
Strategic Priority:	Related Initiative	4
Origin:	Department Performance Indicator	
Tasks	Status	
1. Publish updates as appropriate and maintain current information on the RDN web page	Ongoing	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
This is an ongoing department task and is accounted for in existing staff work plans		

Growth Management		
Action:	Conduct local government elections and referendums to be included on the ballot(s)	CS-GM-4-51
Strategic Priority:	Related Initiative	4
Origin:	Legislative Requirement	
Tasks:	Status:	
1. Appoint Chief and Deputy Election Officer	Complete	
2. Book Polling Station	Complete	
3. Agreements for Election Supplies and Services	Complete	
4. New Election Bylaw	Complete	
5. Candidate Orientation	Complete	
6. Appoint Polling Station Election Officials	Complete	
7. Prepare all Forms and Notices	Complete	
8. Agreements with SDs and Islands Trust for Election Services	Complete	
9. Conduct Mail Ballot Voting	Complete	
10. Conduct Advanced and General Voting	Complete	
11. Board Appointments/Oaths of Office Inaugural Board Meeting	Complete	
Accountable Department:	Legislative Services Corporate Administration	
Resources Needed:		
This action item is complete		

Growth Management		
Action:	Research and support for grant funding opportunities and administration of Community Works Fund	SCD-GM-4-52
Strategic Priority:	Related Initiative	4
Origin:		
Tasks:	Status:	
1. Community Works Status Report to Board	Complete (Corporate Services)	
2. Coordinate Community Works Fund Agreements with 3rd Parties	Complete- Ongoing	
3. Engage consultant for Grant Coordination Services	Complete	
Accountable Department:	Finance – Accounting Services Corporate Services Strategic initiatives Strategic and Community Development	
Resources Needed:		
This project has been completed – and coordinating the Community Works Fund Agreements with 3rd Parties will remain as an ongoing task as part of the Finance work plan		
Continue Grant Coordinator Professional services in 2020 Financial Plan		

Growth Management		
Action:	Monitor Playbook requirements at Practices and documentation process	TEP-GM-4-53
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirement Department Performance Indicator	
Tasks:	Status:	
1. Conduct check-ins to verify that department OHS records are up to date and maintained		Ongoing
Accountable Department:	Fire Services Transportation and Emergency Services	
Resources Needed:		
As per 5 year Financial Plan		

Growth Management		
Action:	Report on targets and indicators for RGS goals (RGS Policy 5.2.4) – collect new data and update web site	SCD-GM-4.3-54
Strategic Priority:	Conduct a Full Review of the Regional Growth Strategy to protect and enhance rural and urban communities	4.3
Origin:	Regulatory Requirement Organization Performance Indicator	
Tasks:	Status:	
1. Collect data from member municipalities and other sources	Complete	
2. Publish updated information to the website	Complete	
Accountable Department:	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:		
This project is complete		

Growth Management		
Action:	Replace Head Office Data Centre Server Cluster and disaster recovery / data replication servers at Oceanside Place	CS-GM-4-55
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirement Department Performance Indicator	
Tasks:	Status:	
1. Select and Procure Servers	Complete	
2. Install Servers	Complete - November 2018	
Accountable Department:	Information Technology and GIS Services Corporate Services	
Resources Needed:		
This project is completed		

Growth Management		
Action:	Develop a plan for implementing an Electronic Document and Records Management System	CS-GM-4-56
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirements Department Performance Indicator	
Tasks:	Status:	
1. Issue an RFP for a consultant to access organizational readiness for an Electronic Document and Records Management System (EDRMS) and to make recommendations for implementation	Complete	
2. Hire Records Management Specialist	Complete	
3. Update File Plan and Retention Schedule	Complete	
4. Update and/or create Records Management (RM) policies and procedures where needed	Complete	
5. Issue RFP for EDRMS	Ongoing	
6. Hire IT and RM support positions for the EDRMS and Records Management Program	Ongoing	
Accountable Department:	Legislative Services Corporate Administration	
Resources Needed:		
The Information Technology and Records Management support positions are in the 2019-2023 Financial Plan		

Growth Management		
Action:	Completion of a Supervisory Control and Data Acquisition (SCADA) Master Plan for all Water Service Areas. Implementation of this plan, in stages over the next few years, will result in increased Operations efficiency	RCU-GM-4-57
Strategic Priority:	Related Initiative	4
Origin:	Regulatory Requirements	
Tasks:	Status:	
1. Prepare RFP and Award Contract	Complete	
2. Assist in Completion of SCADA Master Plan	Complete	
3. Integrate Consultant Recommendations into 2020 Budget and 5-year Financial Plan	Complete	
Accountable Department:	Water and Utility Services Regional and Community Development	
Resources Needed:		
This project is completed		

Transportation and Transit

Section Contents

The RDN recognizes that a healthy environment is key to economic development and a healthy community

5.1 Enhance dialogue with the Ministry of Transportation and Infrastructure (MOTI) for on and off-road pedestrian and active transportation improvements

Action #	Action Description	Status	
TES Future	Active Transportation planning exercise with the MOTI	Planned	2022
TES Future	Active Transportation Infrastructure Memorandum of Understanding with MOTI	Planned	2022
TES-TT-5.1-01	Implement New Fare Product Technologies in Partnership with BC Transit	In Progress	2020

5.2 Develop a Regional Transportation Plan, considering all modes of travel

Action #	Action Description	Status	
TES-TT-5.2-02	Report on Transit Service Plan for 27,500 service hours over the next 3 years	Pending	Consultation
TES-TT-5.2-03	Work with the City of Nanaimo, BC Transit and MOTI to develop a regional transportation plan	Ongoing	Recommendations brought to Board at later date

5.3 Work with BC Transit to expand transit services (e.g. transit hours) to connect important community hubs

Action #	Action Description	Status	
TES-TT-5.3-04	Transit system review including fare analysis and fleet alignment	Pending	BC Transit 2020
TES-TT-5.3-05	Revisit transit service feasibility study for un-served electoral area village centers and rural areas from an economic and social welfare lens	Pending	BC Transit

5.4 Develop an active transportation network linking the Regional Districts in central Vancouver Island (e.g. RDN, CVRD, CVRD, ACRD)

Action #	Action Description	Status	
TES Future	Report to consider the creation of a Transportation Service	Planned	2020
TES Future	Nanaimo Airport OCP and zoning project – accommodate transport/inter regional transit	Planned	TBD Goal 4
TES Future	Advocate for a Provincial Island Transportation Plan	Ongoing	Submission to AVICC
RP-TT-5.4-06	Village Way Path (Develop an Active Transportation)	Planned	2021

Related Initiatives

Action #	Action Description	Status
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TES-TT-5-07	That provision of costs and options for implementing free fares for veterans be referred to the next transit fare review staff be directed to incorporate public feedback from the South Nanaimo Local Area Transit Plan into route restructuring and update the Regional District of Nanaimo Service Expansion Priorities.	Pending	2020 Budget Approval
TES-TT-5-08	That staff be directed to incorporate public feedback from the South Nanaimo Local Area Transit Plan into route restructuring and update the Regional District of Nanaimo Service Expansion Priorities.	In Progress	January 2020
TES-TT-5-09	It was moved and seconded that staff be directed to communicate with the Town of Qualicum Beach to review the service for Routes 97 and 98.	In Progress	2020
TEP-TT-5-10	Implement Fleet Management Software - this will ensure the transit fleet is safe and efficient.	On Going	2022
TES-TT-5-11	Implement BC Transit's Custom transit cancellation policy to reduce the number of at-the-door cancellations. This will provide service to a greater number of clients, reduce the number of unmet trips and lower the number of clients on a waitlist for subscription services	In Progress	2020
TES-TT-5-12	Trial new scheduling software with BC Transit to improve scheduling efficiencies. This will reduce operating costs and make the system more efficient for users	In Progress	2020
TES Future	Review the feasibility of constructing and operating a public barge and boat landing at Flat Fish Road on Mudge Island	On Hold	Pending Review

2019 Actions and Accomplishments

TES-TT-5-13	That staff be directed to provide a report to consider handyDART service for those over the age of 65 without medical reasons.	Complete	✓
TES-TT-5-14	Resolution forwarded to the Association of Vancouver Island and Coastal Communities for consideration at their 2019 annual general meeting (Right-of-ways)	Complete	✓
TES-TT-5-15	Resolution forwarded to the Association of Vancouver Island and Coastal Communities for consideration at their 2019 annual general meeting (Master Plan)	Complete	✓
TEP-TT-5-16	Meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District	Ongoing	Public events/ongoing communication
TEP-TT-5-17	Promote transit to Vancouver Island University - Work with VIUSU to grow ridership and transit revenues.	Ongoing	Monthly Meetings
TEP-TT-5-18	Implement two (2) expansion buses to the transit fleet	Complete	✓
TEP-TT-5-19	Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system	Ongoing	Communication with stakeholders
TEP Complete	Implement a 5000 hour annual expansion	Complete	✓
TES Complete	Develop a cancellation policy to reduce the number of at the door cancellations in Custom Transit (handyDART)	Complete	✓

TES Complete	Provide information and options for route 7 -Cinnabar/Cedar"	Complete	✓
TES Complete	Prepare a detailed route analysis to assess the viability of community buses on conventional routes	Ongoing	Included in Goal 5.2

Transportation and Transit		
Action:	Implement New Fare Product Technologies in Partnership with BC Transit	TES-TT-5.1-01
Strategic Priority:	Enhance dialogue with the Ministry of Transportation and Infrastructure (MOTI) for an on-and off-road pedestrian and active transportation improvements	5.1
Origin:	Resolution # 18-156 Regulatory Requirements: BC Transit New Fare Product Technologies	
Tasks:	Status:	
1. BC Transit tendered in 2019 for new fare product technologies.	In-progress	
2. RDN Assist with the evaluation of new fare product technologies	In-progress	
Accountable Department:	Transit Services Transportation and Emergency Services	
Resources Needed:	<p>BC Transit is recommending the RDN hire a Permanent Full Time Smart Technologies Support Person. This position would be cost shared through BC Transit's cost sharing model where BC Transit funds 46.69% and the RDN fund 53.31%.</p>	

Transportation and Transit		
Action:	Report on Transit Service Plan for 27,500 service hours over the next 3 years	TES-TT-5.2-02
Strategic Priority:	Develop a Regional Transportation Plan, considering all modes of travel	5.2
Origin:	Resolution # 19-294, 19-295	
Tasks:	Status:	
1. Planning Consultant to assist the RDN to implement 27,500 service hours over the next three years.	Pending	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
\$ 130, 000 allocated to the 2020 financial plan.		

Transportation and Transit		
Action:	Work with the City of Nanaimo, BC Transit and MOTI to develop a regional transportation plan	TES-TT-5.2-03
Strategic Priority:	Develop a Regional Transportation Plan, considering all modes of travel	5.2
Origin:	Strategic Plan 2019 – 2022 (Resolution # 19-215) Resolution # 18-500, 17-070, 17-059	
Tasks:	Status:	
1. The RDN attended, August 7, 2019, the City of Nanaimo's Downtown Nanaimo Mobility Hub: Network Layering Workshop	On Going	
2. Requesting a Minister Meeting at the 2019 UBCM Convention	Complete	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:	<p>The RDN is participating in the Nanaimo Mobility Hub project. In Partnership with BC Transit in 2020, transit will be doing a service check.</p> <p>A Minister Meeting at the 2019 UBCM Annual Convention has been requested to discuss a regional transportation master plan, in partnership with the AVICC</p>	

Transportation and Transit		
Action:	Transit system review including fare analysis and fleet alignment	TES-TT-5.3-04
Strategic Priority:	Work with BC Transit to expand transit service (e.g. transit hours) to connect important community hubs	5.3
Origin:	Resolution # 19-295	
Tasks:	Status:	
1. Transit Fare Review Study 2020, in partnership with BC Transit	Pending	
2. Right Size Fleet Study 2020, in partnership with BC Transit	Pending	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
In 2020, transit will be undertaking a service review including a fare review, route review and bus sizing exercise.		

Transportation and Transit		
Action:	Revisit transit service feasibility study for un-serviced electoral area village centers and rural areas from an economic and social welfare lens	TES-TT-5.3-05
Strategic Priority:	Work with BC Transit to expand Transit Service (e.g. Transit Hours) to connect important community hubs	5.3
Origin:	Resolution # 18-443	
Tasks:	Status:	
1. BC Transit lead, Phase II Study will be conducted in Electoral Area F – Report 2020	Pending	
Accountable Department:	Transit Operations Transportation and Emergency Operations	
Resources Needed:		
Included in the current financial plan and in BC Transit 2019/2020 fiscal year.		

Transportation and Transit		
Action:	Village Way Path (Develop an Active Transportation)	RP-TT-5.4-06
Strategic Priority:	Develop an Active Transportation Network Linking the Regional Districts in Central Vancouver Island	5.4
Origin:	Resolution # 18-310, 19-142	
Tasks:	Status:	
1. Work with MOTI on Agreement	Underway	
1. Create Management Plan	Underway	
2. Finalize Drawings and Cost	Underway	
3. Tender	Fall 2020	
4. Construct Path	2021	
Accountable Department:	Parks Services Recreation & Parks	
Resources Needed:		
Community Works Funds are approved for design and costing. Funds for construction will be provided through Community Works.		

Transportation and Transit

Action: That provision of costs and options for implementing free fares for veterans be referred to the next transit fare review staff be directed to incorporate public feedback from the South Nanaimo Local Area Transit Plan into route restructuring and update the Regional District of Nanaimo Service Expansion Priorities. **TES-TT-5-07**

Strategic	Related Initiative	5
Priority:		
Origin:	Resolution # 19-095	
Tasks:		Status:
1. Free fares for veterans cost and options will be included in the 2020 Fare Review Study		Pending
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
A fare review is included in the 2020 draft budget. Provision of costs and options for implementing free fares for veterans has been referred to the next transit fare review.		

Transportation and Transit

Action: That staff be directed to incorporate public feedback from the South Nanaimo Local Area Transit Plan into route restructuring and update the Regional District of Nanaimo Service Expansion Priorities. **TES-TT-5-08**

Strategic Priority:	Related Initiative	5
Origin:	South Nanaimo Local Area Transit Plan Spring 2019 Update Resolution # 19-091, 19-271, 19-292	
Tasks:	Status:	
1. Implement 5900 Board approved hours to the South Nanaimo Transit service January 01, 2020.	In progress	
2. Implement 1700 Board approved hours to the Custom (handyDART) Transit service January 01, 2020; Nanaimo only.	In progress	
3. Request three (3) expansion buses from BC Transit.	Completed	
4. Receive three (3) expansion buses from BC Transit.	Completed	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:	<p>Three Conventional Transit operators cost shared at 53.31% RDN and 46.69% BC Transit. One Custom Transit operator cost shared at 33.31%RDN and 66.69% BC Transit. Transit Mechanics are supported by BC Transit fleet support models and cost shared at 53.31%RDN and 46.69% BC Transit.</p>	

Transportation and Transit		
Action:	It was moved and seconded that staff be directed to communicate with the Town of Qualicum Beach to review the service for Routes 97 and 98	TES-TT-5-09
Strategic Priority:	Related Initiative	5
Origin:	Resolution # 18-546	
Tasks:	Status:	
1. Routes 97 and 98 of service – report 2020	In Progress	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
Transit Service review taking place in 2020, 3 year Transit Service Expansion Plan (As per resolutions # 13-718, 19-294 and 19-295)		

Transportation and Transit		
Action:	Implement Fleet Management Software - this will ensure the transit fleet is safe and efficient.	TEP-TT-5-10
Strategic Priority:	Related Initiative	5
Origin:	Resolution # 19 -297, 17-631, 15-291	
Tasks:	Status:	
1. Purchase software and implement fleet parts.	On Going	
Accountable Department:	Transit Services Transportation and Emergency Services	
Resources Needed:		
As per 2019 Financial Plan		

Transportation and Transit

Action: Implement BC Transit's Custom transit cancellation policy to reduce the number of at-the-door cancellations. This will provide service to a greater number of clients, reduce the number of unmet trips and lower the number of clients on a waitlist for subscription services

TEP-TT-5-11

Strategic Priority: Related Initiative 5

Origin: Resolution # 19-151

Tasks: **Status:**

- | | |
|---------------------------------------------------------------------------------------|----------------------------|
| 1. Review the BC Transit Custom cancellation policy | Completed |
| 2. BC Transit will review our cancellation policy to make efficiency recommendations. | Completed |
| 3. Implement new scheduling practices 2020 | In Progress: December 2019 |

Accountable Department: Transit Services
Transportation and Emergency Services

Resources Needed:

Policy has been approved, implementation of new policy and practices will have a financial request for 2020

Transportation and Transit

Action: Trial new scheduling software with BC Transit to improve scheduling efficiencies. This will reduce operating costs and make the system more efficient for users **TEP-TT-5-12**

Strategic Priority: **Related Initiative** **5**

Origin: Resolution # 19 -297, 17-631, 15-291

Tasks: **Status:**

1. Consultation on Proposed Schedule and Routes. In Progress

Accountable Department: **Transit Services**
Transportation and Emergency Services

Resources Needed:

As per 2019 Financial Plan

Transportation and Transit		
Action:	That staff be directed to provide a report to consider handyDART service for those over the age of 65 without medical reasons	TES-TT-5-13
Strategic Priority:	Related Initiative	5
Origin:	Resolution # 18-547	
Tasks:	Status:	
1. Transit Select Committee July 19, 2019 communication presentation by BC Transit.	Completed	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
HandyDART Service for those over the age of 65 is complete.		

Transportation and Transit

Action: The following resolution be forwarded to the Association of Vancouver Island and Coastal Communities for consideration at their 2019 annual general meeting: **SCD-TT-5-14**

WHEREAS regional districts have not been granted the authority to regulate vehicle parking on roadways in rural areas;

AND WHEREAS the Province and the RCMP have limited resources to regulate and enforce the increased volume of vehicles parked illegally on roads and right-of-ways that cause congestion and unsafe conditions for other vehicles, pedestrians and emergency first responders;

THEREFORE BE IT RESOLVED that the Province of British Columbia extend authority to regional districts to regulate and enforce vehicle parking on provincial roads and right-of-ways.

Strategic Priority:	Related Initiative	5
Origin:	Resolution # 19-053	
Tasks:	Status:	
1. Draft resolution	Complete January 2019	
2. Staff report to Board	Complete January 2019	
Accountable Department:	Building and Bylaw Services Strategic and Community Services	
Resources Needed:		
This project is complete, and has been forwarded on to the 2019 Annual UBCM Convention		

Transportation and Transit

Action: The following resolution be forwarded to the Association of Vancouver Island Coastal Communities for Consideration at their annual meeting: **TES-TT-5-15**

WHEREAS a Vancouver Island Transportation Master Plan would outline Inter-Regional necessary improvement to the Island transportation network;

AND WHEREAS the Ministry of Transportation and Infrastructure has the ultimate responsibility for transportation planning on Vancouver Island;

THEREFORE BE IT RESOLVED that the Province of British Columbia prepare a Vancouver Island Transportation Master Plan.

Strategic		5
Priority:	Related Initiative	
Origin:	Resolution #18-500	
Tasks:	Status:	
1. AVICC Resolution Vancouver Island Transportation Master Plan	Complete February 2019	
2. RDN requesting meeting with the Ministry at the UBCM Convention in September 2019	Complete September 2019	
Accountable Department:	Transit Operations Transportation and Emergency Services	
Resources Needed:		
This project is complete		

Transportation and Transit		
Action:	Meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District	TEP-TT-5-16
Strategic Priority:	Related Initiative	5
Origin:	Department Performance Measure	
Tasks:	Status:	
1. Attend local events to engage the public and meet key stakeholders	Ongoing	
Accountable Department	Transit Services Transportation and Emergency Planning Services	
Resources Needed:		
As per 2019 Financial Plan		

Transportation and Transit		
Action:	Promote transit to Vancouver Island University - Work with VIUSU to grow ridership and transit revenues	TEP-TT-5- 17
Strategic Priority:	Related Initiative	5
Origin:	Route # 40 – VIU Express Department Performance Indicator	
Tasks:	Status:	
1. Monthly meetings planned to resolve/assist with transportation demand needs of VIU.	Ongoing	
Accountable Department:	Transit Services Transportation and Emergency Services	
Resources Needed:		
As per 2019 Financial Plan		

Transportation and Transit		
Action:	Implement two (2) expansion buses to the transit fleet	TEP-TT-5-18
Strategic Priority:	Related Initiative	5
Origin:	Resolution # 19-298 BC Transit MOU – 3 Year Expansion Initiatives Resolution # 19-298, 19-294,	
Tasks:	Status:	
1. Request two (2) expansion buses from BC Transit.	Completed	
2. Receive two (2) expansion buses from BC Transit.	Completed	
Accountable Department:	Transit Services Transportation and Emergency Services	
Resources Needed:		
This project is complete		

Transportation and Transit		
Action:	Meet with key stakeholder groups, user groups and supporting groups that utilize handyDART services to ensure opportunities for access to the system	TEP-TT-5-19
Strategic Priority:	Related Initiative	5
Origin:	Resolution # 18-547	
Tasks:	Status:	
1. Continue to meet with key stakeholder groups, user groups and supporting groups that utilize transit services in the Regional District	Ongoing	
2. Meet with Senior’s housing groups in the City of Nanaimo.	Completed	
3. Attend Senior’s fair to promote assisted living	Completed	
Accountable Department:	Transit Services Transportation and Emergency Services	
Resources Needed:		
This project is complete, as per 2019 Transportation Financial Plan		

Economic Coordination

Section Contents

SET THE TABLE TO ENABLE DIVERSE ECONOMIC DEVELOPMENT OPPORTUNITIES ACROSS THE REGION

6.1 Develop a Regional Economic Development Strategy that addresses both overall regional goals as well as those of the municipal partners and electoral areas

Action #	Action Description	Status	
SCD Future	Role of RDN in Regional Economic Development – Coordination with local government, industry and partners	Planned	2020

6.2 Review the resources required in order to coordinate business development and retention throughout the region

Action #	Action Description	Status	
SCD Future	Cannabis License Process Implementation	Planned	2020
SCD Future	Telecommunication service expansion in unserved areas utilizing grants	Future	2021

Related Initiatives

Action #	Action Description	Status	
SCD-EC-6-01	Develop a Regional Economic Development Strategy	In Progress	2020
CS-EC-6-02	Social and Sustainable Procurement: Purchasing Policy Update	In Progress	October 2019

2019 Actions and Accomplishments

RP-EC-6-03	Review and increase sport tourism events on either dry floor or ice and continue to expand dry floor programming opportunities	Ongoing	Annually Budgeted
SCD-EC-6-04	Continue administration of the Southern Communities Economic Development Service and work with the service provider for economic development for Gabriola Island	Ongoing	Department Plans
SCD Future	Review the provision of a Regional Economic Development Service/ Economic Development Service Review- Report options	Ongoing	Department Plans
CS Future	Grants in Aid Process Policy and Implementation	Complete	<input checked="" type="checkbox"/>

2018 Actions and Accomplishments

SCD-EC-6-05	Administer the provision of funding to INFilm to promote film and television production in the region	Ongoing Annual Grant In-Aid	<input checked="" type="checkbox"/>
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Economic Coordination		
Action:	Develop a Regional Economic Development Strategy	SCD-EC-6-01
Strategic Priority:	Develop a Regional Economic Development Strategy that Addresses Both Overall Regional Goals as well as Those of the Municipal Partners and Electoral Areas	6.1
Origin:	Resolution # 18-250 Additional Supporting Resolutions: #19-129, 19-316, 19-317	
Tasks:	Status:	
1.	Business Licensing – Monitor pilot project between Province and Fraser Valley Regional District	In Progress - 2019
2.	Request Meeting with Minister at 2019 UBCM Convention for Business Licence *Not granted	Complete
3.	Invite Stakeholders to consider the creation of a region-wide economic development service and further assist with the meeting, background report that incorporates input from other organizations be prepared addressing the current state of economic development in the RDN	In Progress
4.	Provide Options to the Board on establishing a regional economic development function.	Complete
5.	Host a discussion workshop on regional economic development	2019
6.	Complete Economic Development Strategy Review	2020
7.	Determine functions and structure in consultation with the City of Nanaimo	2020
Accountable Department:	Long Range Planning Strategic and Community Development	
Resources Needed:		
Ongoing: Monitoring Pilot project in partnership with the province; included in current staffing plans Strategy is pending any future outcomes and recommendations from the province		

Economic Coordination		
Action:	Social and Sustainable Procurement	CS-EC-6-02
Strategic Priority:	Related Initiative	6
Origin:	Resolution # 16-361	
Tasks:	Status:	
1. Inclusion to purchasing policy revision	In Progress	
1. Submit to Board for Approval	November 2019	
2. Implementation of new and consolidated Purchasing Policy	November 2019	
Accountable Department:	Strategic initiatives Strategic and Community Development	
Resources Needed:		
This project is conducted with current staffing resources		

Economic Coordination		
Action:	Review and increase sport tourism events on either dry floor or ice and continue to expand dry floor programming opportunities	RP-EC-6-03
Strategic Priority:	Related Initiative	6
Origin:	Resolution # 13-157, 18-192, 18-242 Recreation Services Master Plan 2019-2029	
Tasks:	Status:	
1. Schedule annual and additional events	In Progress	
2. Review viability of purchasing sport flooring for Oceanside Pond that would increase usage.	In progress, to be completed by 2019, Q4	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:		
Initiatives that required funding will be requested through service level increase template		

Economic Coordination		
Action:	Continue administration of the Southern Communities Economic Development Service and work with the service provider for economic development for Gabriola Island	SCD-EC-6-04
Strategic Priority:	Related Initiative	6
Origin:	Resolution # 17-083, 17-111, 19-157	
Tasks:	Status:	
1. Manage contract with Gabriola Island Chamber of Commerce	Ongoing	
Accountable Department	Energy & Sustainability Long Range Planning Strategic and Community Development	
Resources Needed:		
Ongoing Initiative included in current department work plans Assessment in relation to march 2020 Economic development Model		

Economic Coordination		
Action:	Administer the provision of funding to INfilm to promote film and television production in the region	SCD-EC-6-05
Strategic Priority:	Related Initiative	6
Origin:	Resolution # 17-126, 17-547, 17-548, 18-064	
Tasks:	Status:	
1. Draft and execute funding agreement	Annual	
2. Implement funding agreement and performance targets	Ongoing	
3. Annual report as per agreement	October Ongoing	
Accountable Department:	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:		
Ongoing request of \$50, 000 in the five-year financial plan, with INFilm funding agreement		

People and Partnerships

Section Contents

IMPROVE THE GOVERNANCE AND AWARENESS OF RDN ACTIVITIES FOR CITIZENS THROUGH THE REGION

7.1 Explore Webcasting and/or live-streaming of RDN Committee and Board Meetings

Action #	Action Description	Status	
CS Future	Goal Achieved – Please see reference numbers CS-PP-7.1-19 & CS-PP-7.1-20	Final Report to Board December 2019	Ongoing Monitoring

7.2 Review the resources required in order to maximize current and future grant and other funding opportunities

Action #	Action Description	Status	
SCD-PP-7.2-01	Utilize Staff Resources and Consultant on grant coordination & Report on Grant Applications	Ongoing	2022

7.3 Develop a Communications Strategy to improve and enhance community engagement and public outreach

Action #	Action Description	Status	
CS-PP-7.3-02	Communications – Education, Tools and Training	Ongoing	2022
CS-PP-7.3-03	Engagement – Education, Tools and Training	Ongoing	2022
CS-PP-7.3-04	Monitor effectiveness of information meetings, advertising, newsletters and web site	Ongoing	Per Policy

7.4 Continue to Build and enhance relationships with First Nations based on the specific needs of each community leaders

Action #	Action Description	Status	
SCD-PP-7.4-05	First Nations Relations and Engagement	Planned	2020
SCD-PP-7.4-06	Qualicum First Nation Protocol Agreement	Ongoing	2022
SCD-PP-7.4-07	Support for SFN Tribal Journeys 2020	Planned	2020

7.5 Seek Opportunities to partner with the provincial and federal governments, other government agencies, and community stakeholder groups in order to advance Strategic Plan goals and initiatives

Action #	Action Description	Status	
ALL-SCD-PP-7.5-08	Continue to develop service agreements and explore opportunities for shared service with Member Municipalities	Ongoing	2022
CS-PP-7.5-09	Partnering with the City of Nanaimo to Co-Host the 2020 Association of Vancouver Island and Coastal Communities Convention	In Progress	April 2020
SCD-PP-7.5-10	Staff be directed to work with Islands Trust staff to set two dates per year for protocol meetings between the Island Trust staff, Regional District staff and elected officials	Ongoing	2022

Related Initiatives

Action #	Action Description	Status	
SCD-PP-7-11	RDN Annual Strategic Plan review, Operational Plan and Forecast 2019 – 2022	Ongoing	Annual Report
SCD-PP-7-12	Ongoing Annual Strategic Plan Updates: Directors will have the opportunity to review and reaffirm the Board Strategic Plan or make changes as necessary. This is part of a continuous improvement process designed to ensure that the RDN is delivering on Board priorities	Ongoing	Annual Report
CS-PP-7-13	Continue Organizational Learning and Engagement as part of enhancing workplace culture	Ongoing	2020

SCD-PP-7-14	Undertake a review of regulatory services and procedures, and report back to the Board with recommendations to address gaps that may exist in bylaw enforcement in the Electoral Areas as well as cost recovery mechanisms	Future	2020
SCD-PP-7-15	To include an analysis of cost recovery options and related penalties for bylaw infractions in the report being drafted by Building & Bylaw Services for the Board's consideration	Future	2020
SCD Future	Consider Northern Service Delivery Model and Customer Service Strategy	Future	2021
SCD-PP-7-16	Focus on increased ticketing for bylaw contraventions where applicable	Ongoing	Sept 2019
CS-PP-7-17	Complete implementation of web-based time reporting for staff	In Progress	2020

2019 Actions and Accomplishments

CS-PP-7.1-18	Webcasting – Livestream Board, EA Service Committee, Committee of the Whole and Oceanside Service Committee meetings	Complete	<input checked="" type="checkbox"/>
CS-PP-7.1-19	That the Board web cast Committee of the Whole and Board meetings for a capital cost of \$5,000 plus an annual ongoing cost of \$19,900 per year for streaming and closed captioning services; and further, that staff be directed to track viewership and feedback and report back to the Board in December 2019 to ensure that there is a cost-benefit review of the provision of additional service to the public.	Complete	<input checked="" type="checkbox"/>
RCU-PP-7-20	Provide direct support and training to local stewardship groups to enable community watershed monitoring and restoration activities to enhance stream health across the region including implementing recommendations from 2018 Trend Analysis report	Complete	<input checked="" type="checkbox"/>
RCU-PP-7-21	Provide staff support for the Association of Vancouver Island and Coastal Communities Solid Waste Management Committee	Ongoing	Department Plans
SCD Complete	Coordinate staff and Board training on First Nations engagement	Complete	<input checked="" type="checkbox"/>
SCD-PP-7.4-22	Complete Coastal First Nations Art Project	Complete	<input checked="" type="checkbox"/>
RP-PP-7-23	Implement use of a maintenance and service request software	Complete	<input checked="" type="checkbox"/>
CS-PP-7-24	Complete implementation of new web based software to enhance customer services offered through internet (Vadim Online) including online payments	Complete	<input checked="" type="checkbox"/>
TEP-PP-7-25	RDN & FDs to work to develop recognition programs for FD members and employers	Complete	<input checked="" type="checkbox"/>
TEP-PP-7-26	Attend FD Practices, Society Board meetings and hosting RDN Fire Chief meetings	Ongoing	<input checked="" type="checkbox"/>
SCD-PP-7-27	Exceed 90% response rate to telephone and online complaints within 24 hours By adjusting resource levels.	Complete	<input checked="" type="checkbox"/>
SCD-PP-7-28	Continue focus on resolving infractions through pro-active enforcement of the building bylaw and public awareness	Ongoing	<input checked="" type="checkbox"/>
SCD-PP-7-29	Promote interagency cooperation and working protocols	Ongoing	<input checked="" type="checkbox"/>
SCD-PP-7-30	Update website information and printed material to increase public awareness of regulatory bylaws	Ongoing	<input checked="" type="checkbox"/>
SCD-PP-7-31	Develop and deliver Strategic Planning Session after 2018 civic election.	Complete	<input checked="" type="checkbox"/>
CS Complete	Renew agreement with Nanaimo Search and Rescue Society for a term of five years	Complete	<input checked="" type="checkbox"/>

2018 Actions and Accomplishments

CS Complete	Government Finance Officers Association: Canadian Award for Financial Reporting for 2017	December 2018	
SCD-PP-7-32	Maintain relationships with development community (CHBA, BOABC) to improve knowledge of inspection services and requirements.	Ongoing	<input checked="" type="checkbox"/>
SCD Complete	Develop and implement Organizational First Nation Engagement Strategy	Complete	<input checked="" type="checkbox"/>
SCD Complete	Coordinate staff and Board training on First Nations engagement 2018	Complete	<input checked="" type="checkbox"/>

RP Complete	Work with Snuneymuxw First Nation on the opening and community use of new Sport Court that received funding from RDN through Community Works Funds	Complete	<input checked="" type="checkbox"/>
TEP- PP-7-33	Ensure Agreements for Emergency Services are in place.	Ongoing	<input type="checkbox"/>
CS- PP-7-34	Complete implementation of meeting management software (eSCRIBE) through use of portal for meeting participants	Complete	<input checked="" type="checkbox"/>
TEP-PP7-35	Combine operational guidelines for consistency with all fire departments and that can be routinely updated from one source, i.e. RDN	Complete	<input checked="" type="checkbox"/>
SCD-PP-7-36	Coordinate staff working sessions on organizational development to further implement workplace cultural change	Complete	<input checked="" type="checkbox"/>
SCD Complete	Assign 2017 QFN/RDN Working Group Action Items to RDN Staff	Complete	<input checked="" type="checkbox"/>
TES Complete	Implement an automated mass notification system in the Regional District of Nanaimo	Complete	<input checked="" type="checkbox"/>
CS Complete	Improve the consistency of the RDN Brand within the website and refresh the website to celebrate the 50th anniversary	Complete	<input checked="" type="checkbox"/>
SCD Complete	Address concerns of San Pareil Neighbourhood	Complete	<input checked="" type="checkbox"/>

People and Partnerships		
Action:	Utilize Staff Resources and Consultant on grant coordination & Report on Grant Applications	SCD-PP-7.2-01
Strategic Priority:	Review the resources required in order to maximize current and future grant and other funding opportunities	7.2
Origin:	Agreement for Services Amendment to Terms of Agreement for Services	
Tasks	Status	
1. Identification in Strategic Initiative work plans	Planned 2020	
2. 2020 RFP for Grant Consultation	Planned 2020	
3. All departments to identify projects in need of grant support	Planned 2020	
4. Annual report to board on application status	Ongoing	
Accountable Department	Strategic Initiatives Strategic and Community Development	
Resources Needed:	<p>Ongoing annual financial consideration to be included in the 5 year financial plan for consultation services to work with Manager of Strategic Initiatives on grant applications.</p> <p>Tracking status and reporting to the Board included in Strategic Initiatives ongoing work plans</p>	

People and Partnerships		
Action:	Communications – Education, Tools and Training	CS-PP-7.3-02
Strategic Priority:	Develop a Communications Strategy to improve and enhance community engagement and public outreach	7.3
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Revised communications policy	In Progress – Dec 2019	
2. Revised graphic standards	In Progress – Dec 2019	
3. Liase with local media to enhance RDN coverage	Ongoing	
4. Continue to assist staff with media communications	Ongoing	
5. Media training for managers and senior leaders	In Progress – Dec 2019	
6. Enhance consistent use of RDN brand	Ongoing	
7. Continue to ensure RDN website is accessible	Ongoing	
Accountable Department:	Communications Corporate Services	
Resources Needed:		
Within current communications and engagement work plans and budget		

People and Partnerships		
Action:	Engagement – Education, Tools and Training	CS-PP-7.3-03
Strategic Priority:	Develop a Communications Strategy to improve and enhance community engagement and public outreach	7.3
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Revised engagement policy	In Progress – Dec 2019	
1. Create engagement guide/handbook Revised engagement policy	In Progress – Dec 2019	
2. Training on engagement guide Revised engagement policy	In Progress – Dec 2019	
3. Create social media user guide	Complete	
4. Training on social media guide	Complete	
5. Continue to assist staff with engagement for projects and initiatives	On going	
6. Continue to support staff with use of Get Involved RDN for all RDN engagements	On going	
7. Increase internal engagement and communications	On-going	
Accountable Department:	Communications Corporate Services	
Resources Needed:		
Resources Needed: Within current communications and engagement work plans and budget		

People and Partnerships		
Action:	Monitor effectiveness of information meetings, advertising, newsletters and web site	CS-PP-7.3-04
Strategic Priority:	Develop a Communications Strategy to improve and enhance community engagement and public outreach	7.3
Origin:	Policy # A1-27: Corporate Communications	
Tasks:	Status:	
1. Create Content for advertising in newsletters, website, media releases	Ongoing	
2. Report Annually as per Policy: "Corporate Communications Updates"	Ongoing	
Accountable Department:	Communications Corporate Services	
Resources Needed:	This is currently included in staffing resources and work plans – and will continue to be an ongoing initiative.	

People and Partnerships		
Action:	First Nations Relations and Engagement	SCD-PP-7.4-05
Strategic Priority:	Continue to build and enhance relationships with First Nations based on the specific need of each community's leaders	7.4
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) 2016 Cooperation Protocol with Qualicum First Nations Snuneymuxw First Nations / Regional District of Nanaimo Protocol Agreement Working Group RDN Training and Career Development Policy No. A3.3	
Tasks:	Status:	
Truth and Reconciliation Commission (TRC) Calls to Action:	2019 Completed	
1. Identification of operational needs & providing specific sessions	2019 Completed	
2. Staff and Board Training in Indigenous Relations and History	Future	
3. Identification of future operational training needs	Future	
4. Working with member communities to identify overlapping needs, shared goals	Future	
5. Creation of staff and board training strategy to provide multi-year applications	Planned	
6. Facilitate Annual Staff and Board Training sessions		
Develop and Implement Organizational First Nation Engagement Strategy:	Complete	
7. Research initiatives in other jurisdictions	Planned	
8. Seek Board endorsement of the strategy	Planned	
9. Consult with potentially impacted departments		
UBCM C2C grant funding for First Nations engagement:	Planned	

10. Designing a C2C facilitation/event by working with communities	Planned
11. Identification in financial plan	Future
12. Application to UBCM	Future
13. Implement agreement	Future
14. Finalize report to complete grant application	
Continue to develop service agreements and explore opportunities for shared service with Member Municipalities:	Ongoing
15. Creation of working group	Ongoing
16. Identification for areas of interest	Ongoing
17. Appropriate approvals required	
First Nations Referrals Management Program Liaison:	Future
18. Working with local Indigenous communities	
Accountable Department:	Strategic Initiatives Strategic and Community Development
Resources Needed:	
<p>3 Training sessions to be held throughout the year at a cost of \$16, 000</p> <p>Staff Time required:</p> <p>12 hours/person for the year; estimated minimum 30 staff and board members in attendance session</p> <p>To be determined as outlined in the completed training strategy from 2020</p> <p>2020 Staff and Board:</p> <p>Estimating 8 hours/person of time</p> <p>Operational funding requesting:</p> <p>Application maximum amount for C2C Initiatives = \$5,000</p> <p>RDN matching funds required = 50% (\$5,000)</p> <p>Total C2C program expense = \$10, 000</p>	

People and Partnerships		
Action:	Qualicum First Nation Protocol Agreement	SCD-PP-7.4-06
Strategic Priority:	Continue to build and enhance relationships with First Nations based on the specific need of each community's leaders	7.4
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) 2016 Cooperation Agreement between Qualicum First Nation and the Regional District of Nanaimo	
Tasks:	Status:	
1. Review 2016 Qualicum First Nation Protocol Agreement with TRC	Planned	
• Committee to Identify needs	Future	
• Present and provide recommendations to Board	Future	
• Update Agreement if needed	Future	
2. UBCM Community to Community (C2C) grant funding for Qualicum First Nation Engagement	Ongoing	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:		
2020 Hosting budget \$ 1, 000 to be requested in Intergovernmental Engagement operations financial plans		

People and Partnerships		
Action:	Support for SFN Tribal Journeys 2020	SCD-PP-7.4-07
Strategic Priority:	Continue to build and enhance relationships with First Nations based on the specific need of each community's leaders	7.4
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Pending approval of 2020 financial plan	2019	
2. Correspondence with SFN event organizers	2020	
3. Track initiative	2020	
Accountable Department:	Strategic Initiatives Government Liaison Strategic and Community Development	
Resources Needed:		
To be determined as outlined from 2020 financial plans		
Supporting Information Resolution # 17-401 for previous Tribal Journey event		

People and Partnerships		
Action:	Continue to develop service agreements and explore opportunities for shared services with member municipalities	ALL-SCD-7.5-08
Strategic Priority:	Seek opportunities to partner with the provincial and federal government agencies, and community stakeholder groups in order to advance strategic plan goals and initiatives	7.5
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Seek opportunities to partner	Ongoing	
Accountable Department:	ALL Strategic Initiatives Strategic and Community Development	
Resources Needed:		
ALL departments are responsible for identifying opportunities for partnerships within their areas of service delivery		
Strategic Initiatives will track the on-going creation of partnership through the annual reporting		
Ongoing Initiative identified through project goals		

People and Partnerships

Action: That the Regional District of Nanaimo write to the City of Nanaimo offering to partner in hosting the 2020 Association of Vancouver Island and Coastal Communities Convention **CS- PP- 7.5-09**

Strategic Priority:	Seek opportunities to partner with the Provincial and Federal governments, other government agencies, and community stakeholder groups in order to advance strategic plan goals and initiatives.	7.5
Origin:	Resolution # 19-218	
Tasks:	Status:	
1. Write and send letter to the City of Nanaimo as per action item	Complete	
2. Confirm status of offer	Complete	
3. Assign staff to work with City of Nanaimo staff and AVICC in planning and coordinating the cohosting of the AVICC Convention	Ongoing	
4. Cohost the AVICC Convention with the City of Nanaimo, April 17-19, 2020	Ongoing	
Accountable Department:	Administration/Legislative Services Corporate Services	
Resources Needed:		
Approximately \$25,000 in total will be needed to host the AVICC Convention		
\$12,500 will need to be added to the 2020 budget for the RDN’s share in cohosting the Convention		
No Additional Staff Resources will be requested		

People and Partnerships

Action: Staff be directed to work with Islands Trust staff to set two dates per year for protocol meetings between the Island Trust staff, Regional District staff and elected officials **SCD-PP-7.5-10**

Strategic Priority: Seek opportunities to partner with the provincial and federal governments, other government agencies, and community stakeholder groups in order to advance strategic plan goals and initiatives **7.5**

Origin: Resolution # 18-433

Tasks: **Status:**

- | | |
|-------------------------------------|---------|
| 1. Identify bi-annual meeting dates | Ongoing |
| 2. Invitation to individuals | Ongoing |
| 3. Creation of ongoing agenda items | Ongoing |
| 4. Reporting on meeting outcomes | Ongoing |

Accountable Department: **Strategic Initiatives**
Strategic and Community Development

Resources Needed:

To be included in the strategic services staff work plans for 2020

People and Partnerships		
Action:	Annual RDN Annual Strategic Plan Review, Operational Plan and Forecast 2019-2022	SCD-PP-7-11
Strategic Priority:	Related Initiatives	7
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215)	
Tasks:	Status:	
1. Annual Reporting on Operational Plan Update	2019, 2020, 2021, 2022	
2. Regularly tracking RDN work plans and ongoing direction	Ongoing	
3. Projecting and tracking future RDN work plans based on priorities and trends from Operational Plan	Ongoing	
4. Tracking and annual reporting will provide basis for Operational Report and Forecast	Ongoing	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:		
To be completed within existing Strategic Initiative department work plans		

People and Partnerships

Action: Ongoing Annual Strategic Plan Updates: Directors will have the opportunity to review and reaffirm the Board Strategic Plan or make changes as necessary. This is part of a continuous improvement process designed to ensure that the RDN is delivering on Board priorities **SCD-PP-7-12**

Strategic Priority: **Related Initiative** **7**

Origin: Strategic Plan 2019 – 2022 (Resolution # 19-215)

Tasks:

Status:

- | | |
|-----------------------------------------------------------|---------------------------------|
| 1. December Board Meeting | December 2019, 2020, 2021, 2022 |
| 2. Update Strategic Plan as directed | Future 2020 |
| 3. Update Operational Plan as directed | Future 2020 |
| 4. Update Operational Forecast as directed | Future 2020 |
| 5. ALL departments to update their work plans accordingly | Future 2020 |

Accountable Department:

Strategic Initiatives

Strategic and Community Development

Resources Needed:

December, annually a Board meeting is to be identified, requiring review and feedback for the strategic plan.

Included in Strategic Initiatives ongoing work plans

Updating Strategic plan and related documentation: \$25,000 to be included in 2020 Financial Plan for contractor fees

People and Partnerships		
Action:	Continue Organizational Learning and Engagement as part of enhancing workplace culture	CS-PP-7-13
Strategic Priority:	Related Initiative	7
Origin:	Policy 3A-03: Training and Career Development	
Tasks:	Status:	
1. Review current RDN Initiatives	In Progress	
2. Review of RDN Policy	In Progress	
3. Develop Leadership Training Program	In progress	
4. Implementation of Program	Planned - Ongoing	
5. Ongoing Employee Engagement	Ongoing	
Accountable Department:	Human Resource Corporate Services	
Resources Needed:		
This action item is currently in progress and will continue to be an ongoing organizational wide initiative. Reporting on specific activities and outcomes can be done as needed		

PEOPLE & PARTNERSHIPS

Action: That staff be directed to undertake a review of regulatory services and procedures, and report back to the Board with recommendations to address gaps that may exist in bylaw enforcement in the Electoral Areas as well as cost recovery mechanisms

SCD-PP-7-14

Strategic Priority:	Related Initiative	7
Origin:	Resolution # 19-106	
Tasks:	Status:	
1. Research	Pending (Fall 2019)	
2. Compile report	Pending	
3. Present to EASC	Pending	
Accountable Department:	Building and Bylaw Services	
Resources Needed:		
Current staff, dedicated time, budget expenditure (possible legal review). Not included in 2019 budget		

PEOPLE & PARTNERSHIPS

Action: That staff be directed to include an analysis of cost recovery options and related penalties for bylaw infractions in the report being drafted by Building & Bylaw Services for the Board's consideration at a future meeting. **SCD-PP-7-15**

Strategic Priority:	Related Initiative	7
Origin:	Resolution # 19-076	
Tasks:	Status:	
1. Research options	Pending (Fall 2019)	
2. Compile information for report	Pending	
3. Present findings to EASC	Pending	
Accountable Department:	Building and Bylaw Services	
Resources Needed:		
At this time no resources are requested		

PEOPLE & PARTNERSHIPS		
Action:	Focus on increased ticketing for bylaw contraventions where applicable	SCD-PP-7-16
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Measure	
Tasks:	Status:	
1. Examine options to replace MTI ticketing system and present to Board	Complete August 2018	
2. Obtain Provincial approval	Complete November 2019	
3. Draft Bylaw Notice Bylaw	Complete January 2019	
4. Present Bylaw to Board for adoption	Complete February 2019	
5. Design and produce internal forms and Bylaw Notice	Underway	
6. Set up Screening Officer Training	Underway (September 2019)	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Current staff, outside Local Government assistance with training, outside print agency		

People and Partnerships		
Action:	Complete implementation of web based time reporting for staff	CS-PP-7-17
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement Department Performance Measure	
Tasks:	Status:	
1. Software Upgrades by Vendor	In Progress	
2. Implement web-based time reporting in RCU, Recreation and Solid Waste	In Progress- December 2019	
Accountable Department:	Finance – Accounting Services Corporate Services	
Resources Needed:	<p>Casual payroll staff hours to assist in making this happen as it is incremental to the staffing needed to process payroll on a biweekly basis; worked with our software vendor to get a major upgrade to the software to accommodate distributions which were required in order to offer this product to some of our employees in RCU and Parks and Recreation.</p> <p>There is one further distribution upgrade required to make the web-based time reporting processing more efficient</p>	

People and Partnerships		
Action:	Webcasting – Livestream Board, EA Service Committee, Committee of the Whole and Oceanside Service Committee meetings	CS-PP-7.1-18
Strategic Priority:	Explore webcasting and/or live-streaming of RDN Committee and Board Meetings	7.1
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) Resolution # 19-123	
Tasks:	Status:	
1. Research and testing	Complete	
2. First steam from Qualicum	Complete	
Accountable Department:	Information Technology and GIS Corporate Services	
Resources Needed:	<p>The initial research required 40 staff hours (40 hrs. X \$40 = \$1600) and streaming the meetings will require additional IT resources to attend the meetings.</p>	

People and Partnerships

Action: That the Board web cast Committee of the Whole and Board meetings for a capital cost of \$5,000 plus an annual ongoing cost of \$19,900 per year for streaming and closed captioning services; and further, that staff be directed to track viewership and feedback and report back to the Board in December 2019 to ensure that there is a cost-benefit review of the provision of additional service to the public.

CS-PP-7.1-19

Strategic Priority:	Regional District of Nanaimo Board Live Web Streaming Review	7.1
Origin:	Resolution #19-173	
Tasks:	Status:	
1. Install camera and infrastructure.	Complete	
2. Purchase and integrate software	Complete	
3. Train IT and admin staff.	Complete	
4. Report on uptake/utilization	In progress- December 2019	
Accountable Department:	Information Services Corporate Services	
Resources Needed:		
60 hours (60 hrs. X \$40 = \$2400) of staff time have been invested in the first 3 tasks		

People and Partnerships

Action: Provide direct support and training to local stewardship groups to enable community watershed monitoring and restoration activities to enhance stream health across the region including implementing recommendations from 2018 Trend Analysis report

RCU-PP-7-20

Strategic Priority: **Related Initiative** **7**

Origin: Resolution # 14-276, 18-491

Tasks: **Status:**

1. Provide ongoing support for field sampling teams Ongoing

2. Deliver training for 2019 field sampling, in partnership with Provincial staff Complete

Accountable Department: **Water and Utility Services**
Regional and Community Utilities

Resources Needed:

Operational funds assigned in DWWP budget
Fits under new Strategic Priority: Seek opportunities to partner with the Provincial and Federal Governments, other government agencies and community stakeholder groups in order to advance strategic plan goals and initiatives.

People and Partnerships

Action: Provide staff support for the Association of Vancouver Island and Coastal Communities Solid Waste Management Committee **RCU-PP-7-21**

Strategic Priority: **Related Initiative** **7**

Origin: Resolution #16-209

Tasks: **Status:**

1. Provide Support as required Ongoing

Accountable Department: **Solid Waste Services**
Regional and Community Utilities

Resources Needed:

\$1,721 contribution from the 2019 Solid Waste Budget
Solid Waste staff support for ongoing committee work

People and Partnerships		
Action:	Complete Coastal First Nations Art Project	SCD-PP-7.4-22
Strategic Priority:	Continue to Build and enhance relationships with first nations based on the specific needs of each communities' leaders	7.4
Origin:	Resolution # 16-343, 15-523	
Tasks:	Status:	
1. Organize Art Selection Committee meeting to determine a recommendation to be made to the RDN Board	Complete	
2. Bring a report to the Board seeking endorsement on the Art Selection Committee's recommendation	Complete	
3. Install Art Pieces	Complete - May 31, 2019	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:		
This project has been completed, resources were accounted for in the 2019 financial plan At this time future financial considerations are not needed for the installation of art		

People and Partnerships		
Action:	Implement use of a maintenance and service request software	RP-PP-7-23
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Measure	
Tasks:	Status:	
1. Purchase maintenance and service request software	Complete	
2. Input data	Complete	
3. Train staff on use of software	Complete	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

People and Partnerships		
Action:	Complete implementation of new web-based software to enhance customer services offered through internet (Vadim Online) including online payments	CS-PP-7-24
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Measure	
Tasks:	Status:	
1. Set up online payment portal for Building Inspection fees	Complete	
Accountable Department:	Finance – Accounting Services Corporate Services	
Resources Needed:		
This project is completed		

People and Partnerships		
Action:	RDN & Fire Departments to work to develop recognition programs for Fire Department members and employers	TEP-PP-7-25
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement Fire Department Compliance Firefighter Competency and Training Playbook	
Tasks:	Status:	
1. Develop recognition programs for Fire Department members and employers.	Complete	
Accountable Department	Fire Services Transportation and Emergency Planning Services	
Resources Needed:		
As per 2019 Financial Plan		

People and Partnerships		
Action:	Attend Fire Department Practices, Society Board meetings and hosting RDN Fire Chief meetings	TEP-PP-7-26
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement Department Performance Measure	
Tasks:	Status:	
1. Attend Fire Department Practices, Society Board meetings and hosting RDN Fire Chief meetings	Ongoing	
Accountable Department	Fire Services Transportation and Emergency Services	
Resources Needed:		
As per 5 year financial plan		

People and Partnerships		
Action:	Exceed 90% response rate to telephone and online complaints within 24 hours by adjusting resource levels	SCD-PP-7-27
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Measure	
Tasks:	Status:	
1. Adjust resource levels to address increases in complaint volume	Complete July 2019 (hired TFT Bylaw Officer to support department)	
Accountable Department:	Bylaw Services Strategic and Community Development	
Resources Needed:		
This project is completed		

People and Partnerships		
Action:	Continue focus on resolving infractions through pro-active enforcement of the building bylaw and public awareness	SCD-PP-7-28
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Pro-active enforcement of the building bylaw (stop work orders)	Ongoing	
2. Raise public awareness of building regulations in the RDN through website information and printed materials	Ongoing	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Ongoing task in department work plans		

People and Partnerships		
Action:	Promote interagency cooperation and working protocols	SCD-PP-7-29
Strategic Priority:	Related Initiative	7
Origin:	Departmental Performance Indicator	
Tasks:	Status:	
1. Ongoing participation in key inter-agency meetings with RCMP, ALC and RDN member municipalities		Ongoing
Accountable Department	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Ongoing in department work plans		

People and Partnerships		
Action:	Update website information and printed material to increase public awareness of regulatory bylaws	SCD-PP-7-30
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Encourage use of public portal for complaints through website and printed material	Ongoing	
Accountable Department:	Building and Bylaw Services Strategic and Community Development	
Resources Needed:		
Current staff, engagement and communications coordinators. Included in 2019 budget		

People and Partnerships		
Action:	Develop and deliver Strategic Planning Session after 2018 civic election.	SCD-PP-7-31
Strategic Priority:	Related Initiative	7
Origin:	Regulator Requirement Organization Performance Indicator	
Tasks:	Status:	
1. Logistics and Preparation	Completed	
2. Board Orientation	Completed	
3. Deliver Strategic Planning Sessions	Completed	
4. Draft Strategic Plan	Completed	
5. Approval of Strategic Plan	Completed – Approved May 28, 2019	
6. Implementation of Strategic Plan	Complete	
7. Annual Board Review and reflect on Strategic Plan Initiatives	Ongoing	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:		
Project Completed		

People and Partnerships		
Action:	Maintain relationships with development community (CHBA, BOABC) to improve knowledge of inspection services and requirements	SCD-PP-7-32
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Continue membership in CHBA	Ongoing	
Accountable Department:	Building Services Strategic and Community Development	
Resources Needed:		
This is an ongoing department task and is accounted for in existing staff business plans		

People and Partnerships		
Action:	Ensure Agreements for Emergency Services are in place.	TEP-PP-7-33
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement	
Tasks:	Status:	
1.	Continue relations with regional partners to ensure continuation of current agreements and contracts	In Progress
2.	Develop operational guidelines to supplement the Regional Emergency Management Agreement	In Progress
3.	Add additional Supplier Agreements for food, clothing and shelter during an emergency	In progress
4.	Add Livestock Sheltering agreements to the south	In progress
5.	Increase reception Centre capacity on Gabriola	In Progress
6.	Finalize community policing Agreements	In Progress
Accountable Department:	Emergency Planning Services Transportation and Emergency Services	
Resources Needed:		
As per 2019 Financial Plan		

People and Partnerships		
Action:	Complete implementation of meeting management software (eSCRIBE) through use of portal for meeting participants	CS-PP-7-34
Strategic Priority:	Related Initiative	7
Origin:	Department Performance Indicator	
Tasks:	Status:	
1. Acquire and test necessary apps and app updates	Complete	
2. Host Training for Senior Management Group	Complete	
3. Training for Elected Officials	Complete	
Accountable Department:	Legislative Services Corporate Services	
Resources Needed:		
This action item is complete		

People and Partnerships		
Action:	Combine operational guidelines for consistency with all fire departments and that can be routinely updated from one source, i.e. RDN	TEP-PP-7-35
Strategic Priority:	Related Initiative	7
Origin:	Regulatory Requirement Fire Department Compliance Firefighter Competency and Training Playbook	
Tasks:	Status:	
1. Combine operational guidelines for consistency across all fire departments	Complete	
Accountable Department:	Fire Services Transportation and Emergency Services	
Resources Needed:		
This project is completed		

People and Partnerships		
Action:	Coordinate staff working sessions on organizational development to further implement workplace cultural change	SCD-PP-7-36
Strategic Priority:	Related Initiative	7
Origin:	Organizational Performance Indicator	
Tasks	Status	
1. Deliver Values Workshop	Complete	
2. Deliver Leadership Workshop	Complete	
3. Deliver Innovation Workshop	Complete	
4. Deliver Strategic Planning Workshop	Complete	
5. Deliver Project Management Workshop	Complete	
6. Ongoing organization wide training and development session	In Progress - HR	
Accountable Department:	Strategic Initiatives Strategic and Community Development	
Resources Needed:	<p>This action item has been completed in 2019 – and similar projects may be identified through the new Strategic Plan going forward.</p> <p>Corporate Services' Human Resources department to offer ongoing organizational learning and engagement</p>	

Social Well-Being

Section Contents

MAKE THE REGION A SAFE AND VIBRANT PLACE FOR ALL, WITH A FOCUS ON CHILDREN AND FAMILIES IN PLANNING AND PROGRAMS

8.1 Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development

Action #	Action Description	Status	
RP-SWB-8.1-01	Develop Parks and Trails Strategic Plan	Ongoing	Sept 2020
RP-SWB-8.1-02	Parkland Development Cost Charges review 2019-2020	Planned	March 2020
RP Future	Design and build next phase of Arrowsmith Community Trails	Planned	2020
RP Future	Build the La Salva Trail	Planned	2019
RP-SWB-8.1-03	Plan/develop the Big Qualicum-Alberni-Clayoquot Regional District Regional Trail	Ongoing	2020

8.2 prepare a Social Needs Assessment study, which identifies the broad range of social service providers at the local level, and develop a strategy to identify the RDN's role where appropriate

Action #	Action Description	Status	
SCD-SWB-8.2-04	Support Childcare Needs Assessment led by the City of Nanaimo and review results	Ongoing	2020
TES Future	Revisit Transit Services Feasibility Study for unserved electoral area village centers and real areas from an economic and social welfare lens	Planned	2020
SCD-SWB-8.2-05	Consider in-house Social Planning expertise to address emerging service needs	Future	2021
SCD-SWB-8.2-06	Oceanside Community Health Needs Assessment & Review the future of Oceanside Community Health Network	In Progress	2020

Related Initiatives

Action #	Action Description	Status	
RP-SWB-8-07	Creation of concept plans for the Stone Lake Drive Natural Play Space project proceed with the assistance of the Focus Group	Ongoing	2020
RP-SWB-8-08	Review expansion of Ravensong Aquatic Centre	In Progress	2019
RP-SWB-8-09	Complete the initiatives outlined within the Age Friendly Communities grant, namely the creation, maintenance and promotion of the digital recreation services map for the Oceanside region.	In Progress	2020
RP-SWB-8-10	That staff provide a draft Terms of Reference document to guide a Recreation Needs Assessment within Electoral Area A to the Electoral Area A Parks, Recreation and Culture Commission for review at the June 2019 meeting.	In Progress	2019
RP-SWB-8-11	Site and facility plan for new Meadowood Community Park and Community Centre.	Ongoing	2020
TEP-SWB-8-12	Achieve Emergency Operation Center and Reception Centre Operational Readiness	Ongoing	Nov 2019
TEP-SWB-8-13	Ensure all Emergency Planning Documents are up to date	Ongoing	Sept 2019
RP-SWB-8-14	Complete Huxley Park Phase II planning and construction	Ongoing	June 2021
RP-SWB-8-15	Create design for Anders Dorrit Community Park	Ongoing	Dec 2019
RP Future	Review Siting of racquetball courts at Jack Bagley Park	In Progress	2019
RP-SWB-8-16	Wicklow West Community Park land exchange	Ongoing	2020

RP-SWB-8-17	Nanaimo River Bridge Crossing on Modern Colliery Trail	Ongoing	2023
RP-SWB-8-18	Replacement of bridge crossing over Little Qualicum River Regional Park	Ongoing	2020
RP-SWB-8-19	Design and Construct Access Improvements for Benson Creek Falls	Planned	June 2020
TES Future	Develop a Community Wildfire Plan for Electoral Area A adjacent lands and submit an application to the UBCM for Strategic Wildfire Prevention Initiative funding to update RDN Wildfire Protection Plans.	On-Hold <i>Undergoing Provincial Review</i>	Spring 2020
RP-SWB-8-20	Determine direction for Little Qualicum Hall	Ongoing	2020
RP Future	Determine the feasibility of a partnership in the development and operation of an outdoor multi-sport complex in District 69.	Pending	Board Direction
TES-SWB-8-21	Complete and implement fire governance review	In Progress	2020

2019 Actions and Accomplishments

SCD-SWB-8-22	That pending project approval from the Union of BC Municipalities, staff be directed to complete an agreement with the Gabriola Community Hall Association for up to \$25,000 from the Electoral Area B Community Works Fund allocation as a matching contribution towards roof upgrades for the Gabriola Community Hall.	Complete <i>(Ongoing)</i>	<input checked="" type="checkbox"/>
RP-SWB-8-23	Continue to execute PLAY Oceanside initiatives. PLAY Oceanside is a community working group with the goal of raising awareness of the Physical Literacy and Sport for Life philosophies and the associated benefits.	Ongoing	Department Plans
RP Complete	Surface David Lundine Trail	Complete	<input checked="" type="checkbox"/>
TEP-SWB-8-24	Ensure awareness of Emergency Services programs	Ongoing	Department Work Plans
RP-SWB-8-25	Complete cost/benefit analysis on school facility use for community recreation and culture programming purposes	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-26	Develop implementation strategy for Oceanside Recreation Services Master Plan specific to northern community recreation services	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-27	Expand outdoor park programming to include all regional parks	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-28	Undertake Master Planning process for Errington Community Park	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-29	Trans Canada Trail (Cassidy) – Parking and trail realignment	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-30	Mount Benson parking design and construction	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-31	Design and construct the Moorecroft Washroom and remove Miss Moore's cabin	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-32	Construct Phase I of Dunsmuir Community Park	Complete	<input checked="" type="checkbox"/>
RP-SWB-8-33	Build Beach Access Stairs at Driftwood Road	Complete	<input checked="" type="checkbox"/>
TES Complete	Prepare a report on the steps required to undertake a wildfire interface fuel inventory for Electoral Areas	Complete	<input checked="" type="checkbox"/>
RP Complete	Development of new Regional Parks and Trails Master Plan	Updated	Now 2019-2022 Goal 8.1
2018 Actions and Accomplishments			
RCU Complete	Develop design standards for street lighting systems for consistency, and to improve the quality, efficiency and resident safety in RDN street lighting service areas	Complete	<input checked="" type="checkbox"/>

RP-SWB-8-34	Execute the initiatives funded by way of the Island Health's Plan H - Community Wellness Grant; community recreation facility accessibility review, community partners facility fee and booking policy report, expansion of the Prescriptions for Health program, establishment of the 'She's in Nature' program and installation of passive recreation amenities	Complete	<input checked="" type="checkbox"/>
RP Complete	Promote healthy seniors' through active living and social engagement.	Complete (Ongoing)	<input checked="" type="checkbox"/>

Social Well-Being		
Action:	Develop Parks and Trails Strategic Plan	RP-SWB-8.1-01
Strategic Priority:	Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development	8.1
Origin:	Strategic Plan 2019-2022 (Resolution # 19-215) Resolution # 19-201	
Tasks:	Status:	
1. Issue RFP	Complete	
2. Hire Consultant	Complete	
3. Develop Plan	June 2020	
4. Report to Regional Board	September 2020	
Accountable Department:	Parks Services Parks Operations and Capital Projects Recreation and Parks Services	
Resources Needed:		
Funds allocated in the Regional Parks Operations Budget		

Social Well-Being		
Action:	Parkland Development Cost Charges review 2019-2020	RP-SWB-8.1-02
Strategic Priority:	Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development	8.1
Origin:	Strategic Plan 2019-2022(Resolution # 19-215) Parks DCC Bylaw 1619 Resolution # 19-207, 19-172, 19-125, 19-124, 19-090, 18-241	
Tasks:	Status:	
1. Hire Consultant	Complete	
2. Under take study	Sept 2019 – March 2020	
3. Report to Regional Board	March 2020	
Accountable Department:	Parks Services Parks Operations and Capital Projects Recreation and Parks Services	
Resources Needed:		
Staff time. Project funded in 2019 operational budget		

Social Well-Being		
Action:	Plan/develop the Big Qualicum-Alberni-Clayoquot Regional District Regional Trail	RP-SWB-8.1-03
Strategic Priority:	Update the Parks and Trails Master Plan, including funding options for parkland acquisition and development	8.1
Origin:	Resolution # 16-767	
Tasks:	Status:	
1. Work with Ministry of Transportation and Infrastructure to resolve survey issues.	In Progress	
2. Initiate Section 107 plan process and complete.	2021	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
Funds allocated in 2021, estimate \$750, 000.		

Social Well-Being		
Action:	Support Childcare Needs Assessment led by the City of Nanaimo and review results	SCD-SWB-8.2-04
Strategic Priority:	Prepare a Social Needs assessment study, which identifies the broad range of social service providers at the local level, and develop a strategy to identify the RDN’s role where appropriate	8.2
Origin:	Resolution # 19-064 2019 Strategic Plan Alignment Review (Resolution #19-258)	
Tasks:	Status:	
1. Monitor project	2019	
Accountable Department:	Long Range Planning and Energy & Sustainability Strategic and Community Development	
Resources Needed:		
Long Range Planning Staff are to monitor the status of the City of Nanaimo’s project and report back on recommendations		

Social Well-Being		
Action:	Consider in-house Social Planning Expertise to address emerging service needs	SCD-SWB-8.2-05
Strategic Priority:	Prepare a Social Needs Assessment study, which identifies the broad range of social service providers at the local level, and develop a strategy to identify the RDN’s role where appropriate	8.2
Origin:	Strategic Plan 2019-2022(Resolution # 19-215) 2019 Strategic Plan Alignment Review (Resolution #19-258)	
Tasks:	Status:	
1. Prepare business case	Planned 2020	
Accountable Department:	Long Range Planning Strategic and Community Development	
Resources Needed:		
Consideration in 2020 financial plan for \$60, 000 for professional fees		

Social Well-Being		
Action:	Work with Island Health to manage the Oceanside Health and Wellness Network Coordinator	SCD-SWB-8.2-06
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 13-609, 15-500, 15-555, 18-393, 19-344	
Tasks:	Status:	
1. Manage coordinator contract	Ongoing	
Accountable Department:	Long Range Planning Strategic and Community Development	
Resources Needed:	<p>Ongoing communication with Island Health is part of departmental workplans regional Districted entered into a 3 year contract with Island Health from November 1, 2018 to October 31, 2021 to administer funds for subcontracting the Oceanside Health and Wellness Network & that staff hire the contractor (with funds provided by Island Health).</p> <p>The Regional District of Nanaimo enter into a three-year contract with Island Health, from November 1, 2018 to October 31, 2021, to administer funds for subcontracting a Coordinator for the Oceanside Health and Wellness Network</p>	

Social Well-Being		
Action:	Creation of concept plans for the Stone Lake Drive Community Park Natural Play Space project proceed with the assistance of the Focus Group	RP- SWB-8-07
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 18-470	
Tasks:	Status:	
1. Hold focus group	Complete	
2. Create Concept Plan	Underway	
Accountable Department	Park Services Recreation and Parks Services	
Resources Needed:		
Staff time. Construction funded by Community Works Funds Included in 2019 Financial plans		

Social Well-Being		
Action:	Review expansion of Ravensong Aquatic Centre	RP-SWB-8-08
Strategic Priority:	Relate Initiatives	8
Origin:	Resolution # 18-151, 16-291, 13-857	
Tasks:	Status:	
1. Complete and Present Implementation Strategy (IS) recommendation to RDN Board and Oceanside Services Committee	Complete	
2. Develop IS and present to RDN Board and Oceanside Services Committee	Complete	
3. Have available within the financial plan funding to pursue master plan related initiatives upon Board direction	\$270,000 available in 2019/2020 for design work and borrowing referendum	
4. Develop a RFP for aquatic concept design and project planning work.	Completed, August, 2019	
5. Present staff report on RFP results and recommendations to RDN Board and Oceanside Services Committee	Complete September 2019	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:		
Staff time (GM, Manager of Recreation Services, Superintendent of Aquatic Services, relevant staff time from Finance, Legislative, Services, etc.) to implement Board direction Amount of time will depend on scope of project.		

Social Wellbeing

Action: Complete the initiatives outlined within the Age Friendly Communities grant, namely the creation, maintenance and promotion of the digital recreation services map for the Oceanside region. **RP-SWB-8-09**

Strategic Priority: **Related Initiative** **8**

Origin: 2019 - 2029 Oceanside Recreation Services Master Plan Resolution # 18-488

Tasks: **Status:**

- | | |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------|
| 1. Working with community action group to gather recreation services inventory data (summer 2019) | In process completed by end of August 2019 |
| 2. Work with GIS department to input data into online platform (winter 2020) | Not yet started, to be completed by end Q1, 2020 |
| 3. Promote new online platform (spring 2020) | Not yet started, to be completed by end Q2, 2020 |

Accountable Department: **Recreation Services**
Recreation and Parks Services

Resources Needed:

Project funded to \$25,000 (existing grant funding of \$17,500 to continue to the end of Task 3. \$8,000 funded from 2019 Financial Plan.

Continuation of staff time (approx. 25 hours, (Adult Programmer, Superintendent of Recreation Program Services) to complete Task 3.

Resources required maintaining online platform still to be determined through project and after Task 2 and not expected to be significant.

Social Well-Being

Action: That staff provide a draft Terms of Reference document to guide a Recreation Needs Assessment within Electoral Area A to the Electoral Area A Parks, Recreation and Culture Commission for review at the June 2019 meeting. **RP-SWB-8-10**

Strategic Priority: **Related Initiative** **8**

Origin: Resolution # 19-169

Tasks:	Status:
1. Area A Commission approved staff report outlining RFSQ for inventory of recreation services, facilities and programs	Complete
2. Issue RFSQ July 2019	In progress
3. Conduct inventory in summer/fall 2019	Not yet started – To be completed 2019 Q4
4. Report findings to Area A Commission November	Not yet started – To be completed Q4 2019

Accountable Department: **Recreation Services**
Recreation and Parks Services

Resources Needed:

Staff time to manage contractor, draft final report 10 hours
Financial resources \$10-20K

Social Well Being		
Action:	Site and facility plan for new Meadowood Community Park and Community Centre.	RP-SWB-8-11
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 16-492	
Tasks:	Status:	
1. Complete detailed design and cost estimates and Report to Board	In Progress	
2. Prepare construction drawings and tender project	Not Started	
Accountable Department:	Recreation and Parks Services	
Resources Needed:		
Current initiative progress included in current financial year.		

Social Well-Being		
Action:	Achieve Emergency Operations Center (EOC) and Reception Centre Operational Readiness	TEP-SWB-8-12
Strategic Priority:	Related Initiative	8
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Establish agreement for D68 ESS	(Merged with new goal to develop ESS capacities in Electoral Areas A & C)	
2. Develop Emergency Social Service (ESS) capacity in Electoral Area A & C	In Progress	
3. Host Seasonal Readiness Meetings	Ongoing	
4. Meet and provide training on evacuation processes with RCMP, Search and Rescue and other stakeholders	In Progress	
5. Provide additional training to Policy Group for emergency activation with checklist and activation drill	Complete November 2018	
6. Revise Neighborhood Emergency Preparedness Program (NEPP) for new program in Spring 2018	Complete	
7. Develop Emergency Communications trailer	In Progress	
8. Develop group lodging strategy	In progress	
Accountable Department:	Emergency Planning Services Transit and Emergency Services	
Resources Needed:		
UBCM Community Emergency Preparedness Fund 2020 EOC and ESS grants		

Social Well-Being		
Action:	Ensure all Emergency Planning Documents are up to date.	TEP-SWB-8-13
Strategic Priority:	Related Initiative	8
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Develop training plans for 2018 and 2019	Complete	
2. Develop training and exercise program as an annex to the emergency plan	In Progress	
3. Develop evacuation plans for Corcan, Meadowood, Sea Blush, Morello neighborhoods	In Progress	
4. Continue the National Disaster Mitigation Program Flood Risk Analysis	In Progress – Phase 1 to be complete September 30, 2019. Phase 2 to commence 2020	
5. Hold Emergency Activation drills for EOC, ESS, Reception Centre’s, and Emergency Communications	Complete (ongoing every year)	
6. Update Emergency Plan to reflect new evacuation plans and other preparedness documents	In Progress	
7. Update Hazard, Risk and Vulnerability Analysis (HRVA) to inform Emergency Plan	In Progress, November 2019	
8. Update emergency program bylaws	Complete	
Accountable Department:	Emergency Planning Services Transit and Emergency Services	
Resources Needed:		
As per 2019 Financial Plan		

Social Well-Being		
Action:	Complete Huxley Park Phase II planning and construction	RP-SWB-8-14
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 19-042, 19-022, 18-182, 18-181, 18-180, 17-481, 15-368	
Tasks:	Status:	
1. Hire consultant to complete construction drawings and costing	In Progress	
2. Apply to applicable grant programs	Complete	
3. Tender project once grant funds received	November 2019	
4. Construction	June 2021	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:	<p>Funding for Phase II Park design provided through the EA B Community Parks Budget. Construction of Phase II elements which includes a skate park is dependent on receiving grant funding that will be used in combination with Board approved allocated funds from the 2019 and 2020 EA B Community Parks Budget in addition to funds from local fundraising efforts.</p>	

Social Well-Being		
Action:		RP-SWB-8-15
	Create design for Anders Dorrit Community Park	
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 14-581	
Tasks:	Status:	
1. Open house/public engagement.	Complete	
2. Submit applications to ALC and MOTI.	In Progress	
3. Tender for detailed design	December 2019	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
Funds provided in EA 'C' East Wellington Community Parks budget and five year plan.		

Social Well-Being		
Action:	Wicklow West Community Park land exchange	RP-SWB-8-16
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 18-217	
Tasks:	Status:	
1. Work with developer to submit required forms to MOTI	Complete	
2. Carry out disposition of park land	On hold as per developer	
3. Work with developer on property transfer	2020	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
Pending developer		

Social Well-Being		
Action:	Nanaimo River Bridge Crossing on Modern Colliery Trail	RP-SWB-8-17
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 16-124	
Tasks:	Status:	
1. Confirm Trail tenure	In Progress	
2. Hire Consultants for studies, design, tender documents	2019	
3. Carry out studies, design and cost estimates	2019/2020/2021	
4. Report to Board on design and costs	2021	
5. Tender project	2022	
6. Construction	2023	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
Funds identified in the Regional Parks Capital Five Year Plan.		

Social Well-Being		
Action:	Replacement of bridge crossing over Little Qualicum River Regional Park	RP-SWB-8-18
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 17-386	
Tasks:	Status:	
1. RFP for design services	Complete	
2. Design and costing	Complete	
3. Report to Board on design and costs	Complete	
4. Tender project	2019	
5. Construction	2020	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
Funds for construction allocated in the Regional Capital 5 year plan.		

Social Well Being		
Action:	Design and Construct Access Improvements for Benson Creek Falls	RP-SWB-8-19
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 18-497	
Tasks:	Status:	
1. Apply for Grant Funding	Underway	
2. Detailed design	Underway	
3. Tender for Construction	November 2019	
4. Construction	June 2020	
Accountable Department:	Parks Services Parks Operations and Capital Projects Recreation and Parks Services	
Resources Needed:		
Funds allocated through both the Regional Parks Operations and Regional Capital Five Year Plans.		

Social Well Being		
Action:	Determine the course of action for the Little Qualicum Hall	RP-SWB-8-20
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 18-295, 17-600, 17-158, 16-059, 13-423	
Tasks:	Status:	
1. Complete engineering study and consultation.	Complete	
2. Prepare construction plans.	Complete	
3. Undertake upgrades	Underway	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:	<p>Community Works Funds approved for upgrades to the facility located at community park in Dashwood. Park staff resources provided for project management.</p> <p>\$170,000 in Community Works Funds is provided to undertake safety and accessibility upgrades to the Little Qualicum Hall and that \$50,000 is budgeted over 2 years to complete the repairs.</p>	

Social Well-Being		
Action:	Complete and implement fire governance review	TEP-SWB-8-21
Strategic Priority:	Relate Initiatives	8
Origin:	Resolution # 15-479, 15-682	
Tasks:	Status:	
1. Undertake a review of the governance and administration structure for the fire departments operating within the jurisdiction of the RDN	In progress	
2. Implement recommendations for how the RDN should structure and manage their responsibility for delivery of fire services	Projected to start early 2020	
Accountable Department:	Fire Services Transportation and Emergency Services	
Resources Needed:		
As per 5 year Financial Plan		

Social Well-Being

Action: That pending project approval from the Union of BC Municipalities, staff be directed to complete an agreement with the Gabriola Community Hall Association for up to \$25,000 from the Electoral Area B Community Works Fund allocation as a matching contribution towards roof upgrades for the Gabriola Community Hall

SCD-SWB-8-22

Strategic Priority:	Related Initiative	8
Origin:	Resolution # 19-090	
Tasks:	Status:	
1. Gain project approval	Complete	
2. Create Agreement	Complete	
Accountable Department:	Strategic Initiatives Strategic and Community Development Finance Corporate Services	
Resources Needed:		
Gabriola Community Hall, Electoral Area B Community Works Funds - Action Item has been completed: Direction for funding approval in relation to grants is an ongoing task that is accounted for in the annual work plans for the Finance department		

Social Wellbeing		
Action:	Continue to execute PLAY Oceanside initiatives. PLAY Oceanside is a community working group with the goal of raising awareness of the Physical Literacy and Sport for Life philosophies and the associated benefits.	RP-SWB-8-23
Strategic Priority:	Related Initiative	8
Origin:	Consulting and General Services Contract between Sport for Life Society and RDN	
Tasks:	Status:	
1. Continue to attend community partners' roundtable meetings	Ongoing	
2. Promote the benefits of Physical Literacy	Ongoing	
3. Continue to offer programs that support the concept	Ongoing	
4. Continue to train front line programming team staff on Physical Literacy	Ongoing	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:	<p>Staff time, Superintendent of Recreation Program Services time to oversee the project.</p> <p>\$50,000 grant from Sport for Life Society – (already in place). \$35K in direct resources and leadership support (project mentor) and up to \$15K of discretionary funding.</p>	

Social Well-Being		
Action:	Ensure awareness of Emergency Services programs	TEP-SWB-8-24
Strategic Priority:	Related Initiative	8
Origin:	Regulatory Requirement	
Tasks:	Status:	
1. Build on Connect Rocket Mass Notification System enrollment to enhance public use with a target of 20% increase over year prior	Complete	
2. Special Projects Coordinator to attend a minimum of 10 community events/presentations	Ongoing	
3. Utilize public engagement platform Get Involved, and social media such as Facebook and other mediums to deliver public education pieces and enable volunteer interaction on a regional basis.	Ongoing	
4. Test mass emergency notification system minimum once per year.	In progress	
5. Promote FireSmart Community Champion Workshop, FireSmart initiatives and home assessments	In progress	
Accountable Department:	Emergency Planning Services Transportation and Emergency Services	
Resources Needed:		
As per 2019 Financial Plan		

Social Well-Being		
Action:	Complete cost/benefit analysis on school facility use for community recreation and culture programming purposes	RP-SWB-8-25
Strategic Priority:	Related Initiative Resolution # 19-169	8
Origin:		
Tasks:		Status:
1. Identify potential sites within Area A for public recreation facilities		Complete
2. New Commission has shifted focus to a needs assessment process		Complete
Accountable Department:		Recreation Services Recreation and Parks Services
Resources Needed:		
This project is completed		

Social Well-Being		
Action:	Develop implementation strategy for Oceanside Recreation Services Master Plan specific to northern community recreation services	RP-SWB-8-26
Strategic Priority:	Related Initiative	8
Origin:	Oceanside Recreation Services Master Plan Resolution # 15-494, 19-389, 19-390	
Tasks:	Status:	
1. Complete and Present Implementation Strategy (IS) to RDN Board and D69 Rec. Commission.	Complete	
2. Complete staff report and present to RDN Board and D69 Rec. Commission	Complete	
3. Develop IS and present to RDN Board and Oceanside Services Committee. Board Resolutions #18-384 (land acquisition for indoor/outdoor sport/recreation complex, #18-3863 (rubberized athletics track) ,	Complete. RDN Board not moving forward on the IS related to these two projects at this time.	
4. Have available within the financial plan funding to pursue master plan related initiatives upon Board direction	Completed. Funding of \$100,000 in 2019 - 2021 in financial plan and funding of \$120,000 in 2021 for borrowing referendum.	
5. A Board representative sit on the Ballenas Track Upgrade Project Steering Committee	In Progress	
6. RDN Recreation Staff work in conjunction with School District 69 staff, the Steering Committee, and any necessary consultants to develop a detailed plan	In Progress	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:		
Staff time (GM, Manager of Recreation Services, and applicable Superintendent (SI)) to implement IS. Amount of time will depend on scope of project.		
Funds for IS already exist within 2019 Financial Plan.		

Social Well-Being		
Action:	Expand outdoor park programming to include all regional parks	RP-SWB-8-27
Strategic Priority:	Related Initiative	8
Origin:	Oceanside Recreation Services Master Plan	
Tasks:	Status:	
1. Develop new outdoor programs.	Complete	
2. Review spring programs and plan for fall.	Complete	
3. New programs offered in fall Active Living Guide	Complete	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:		
This project is completed		

Social Well-Being		
Action:	Undertake Master Planning process for Errington Community Park	RP-SWB-8-28
Strategic Priority:	Related Initiative	8
Origin:	Electoral Area F – Parks and Open Space Advisory Committee Capital Plan2019	
Tasks:	Status:	
1. Public consultation and develop concept plan.	Complete	
2. Complete costing and phasing options. Undertake studies and survey.	Complete	
3. Hold final open house and refine plan	Complete	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is completed		

Social Well-Being		
Action:	Trans Canada Trail (Cassidy) – Parking and trail realignment	RP-SWB-8-29
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 17-020	
Tasks:	Status:	
1. Conclude Agreements for Trail/ Parking Lot	Completed	
2. Design Parking area	Completed	
3. Hire Contractor	Completed	
4. Construction	Completed	
Accountable Department	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

Social Well-Being		
Action:	Mount Benson parking design and construction	RP-SWB-8-30
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 17-510	
Tasks:	Status:	
1. Develop detailed plans and tender documents	Completed	
2. Tender Project	Completed	
3. Construction	Completed	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

Social Well-Being		
Action:	Design and construct the Moorecroft Washroom and remove Miss Moore’s cabin	RP-SWB-8-31
Strategic Priority:	Related Initiative	8
Origin:	Resolution #16-128, 16-480, 17-562	
Tasks:	Status:	
1. Remove cabin and produce concept designs for washroom	Complete	
2. Work with suppliers on design and install the washroom.	Completed	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

Social Well-Being		
Action:	Construct Phase I of Dunsmuir Community Park	RP-SWB-8-32
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 18-184, 18-147, 18-146, 17-021, 17-020	
Tasks:	Status:	
1. Detail Design	Complete	
2. Tender and Select Contractor	Complete	
3. Sod Turning Event	Complete	
4. Construction	Complete	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is complete		

Social Well-Being		
Action:	Build beach access stairs at Driftwood Road	RP-SWB-8-33
Strategic Priority:	Related Initiative	8
Origin:	Resolution # 14-704, 14-705, 16, 758, 18-149	
Tasks:	Status:	
1. Construction drawings.	Complete	
2. Tender project and award contract.	Complete	
3. Build project	Complete	
Accountable Department:	Parks Services Recreation and Parks Services	
Resources Needed:		
This project is completed		

Social Well-Being		
Action:	Execute the initiatives funded by way of the Island Health's Plan H - Community Wellness Grant	RP-SWB-8-34
Strategic Priority:	Related Initiative	8
Origin:	Funding Agreement between BC Healthy Communities Society (BCHC) and the RDN Grant Funding Agreement between Vancouver Island Health Authority and RDN	
Tasks:	Status:	
1. Identify and review projects for funding	Complete	
2. RDN staff and community partners meeting to review and decide on next steps.	Complete	
3. Reports completed and circulated regarding facility accessibility and booking fees policies with community partners	Complete	
4. Rx for Health program expanded to include high school counsellors and Nurse Practitioners	Complete	
5. Offered 'She's in Nature' programs during both programming cycles in 2018/2019.	Complete	
Accountable Department:	Recreation Services Recreation and Parks Services	
Resources Needed:	This project is completed as per: community recreation facility accessibility review, community partners facility fee and booking policy report, expansion of the Prescriptions for Health program, establishment of the 'She's in Nature' program and installation of passive recreation amenities	

Action Items Beyond 2019

ITEMS FOR FUTURE OPERATIONAL PLANS

The September 2019 Operational Plan provides status updates on 'Action Items' with 'Tasks' for implementation, identified through eight Key Strategic Areas. Many actions continue from previous years, extend into future years, or are projected to begin during the term of the current Strategic Plan. Projects that have not been completed during this update report will reappear in the 2020 Operation Plan Update, along with new projects and programs to be identified in the 2020 annual budget; 'Future' projects will continue being updated as priorities and Board directions adjust due to fluctuating community needs emerge.

2018 was a civic election year, and as such a key task for the incoming RDN Board of Directors was to set the direction for a new term of office, which included the new Board Strategic Plan. The Board's new overall strategic direction, as well as reprioritizing RDN program, service or projects; or additions and removals of projects were incorporated into a new 2019 Operational Plan. As the current term of office progresses, future operational updates will highlight year-over year accomplishments and serve as an ongoing record of implementation of Board direction.

In December of each year, of the term of office, Directors will have the opportunity to review and reaffirm the Board Strategic Plan or make changes as necessary. This is part of a continuous improvement process designed to ensure that the RDN, as an organization, is delivering on the Board priorities, and any changes to the Strategic Plan will be reflected in future Operational Plans, Forecasts and updates.

TO: Committee of the Whole **MEETING:** October 8, 2019

FROM: Kim Fowler **FILE:** 5285
Manager of Long Range Planning,
Sustainability and Energy

SUBJECT: Electric Vehicle Service Area

RECOMMENDATION

1. That the Board direct staff to draft service area and reserve fund bylaws to create a new service area for the ongoing operations, maintenance and procurement of electric vehicle charging stations for Electoral Areas B, E, F, G and H.
2. That \$6,575 be included in the 2020 budget to cover six months of operational costs following procurement and installation.
3. That staff be directed to proceed with an alternative approval process for establishment of a new electric vehicle charging station service.

SUMMARY

At the July 9, 2019 Committee of the Whole meeting, the Board passed the following resolutions:

- That the Board direct staff to prepare a bylaw to create a new service area for the ongoing operations, maintenance and procurement of electric vehicle charging stations.
- That the proposed 2020 budget contain \$25,000 for annual operating, maintenance and replacement costs for the electric vehicle charging station service.

Electoral Areas A and C are not included in the proposed service area at this time as these areas will not receive an Electric Vehicle (EV) charging station.

At the July meeting, several Board members inquired as to whether a RDN member municipality could opt out of the regional service by taking ownership and all future responsibility for the EV charging stations. This procedure was used in a previous grant for EV charging stations through the Federation of Canadian municipalities in 2012.

At a staff level, the four member municipalities were asked for their recommendation on whether they wished to be included in the service area bylaw. The District of Lantzville, the City of Nanaimo the City of Parksville and the Town of Qualicum Beach have advised their recommendation to their council would be to take ownership and all future responsibility of all EV charging stations installed within their municipality through this grant. For the purposes of cost estimates, Electoral Area B, E, F, G and H have been included in the service area bylaw.

This estimate of annual cost to operate, maintain, replace and administer the new service for Electoral Areas B, E, F, G and H is shown in Table 1 – Annual Estimated Costs.

Table 1 - Annual Estimated Costs	\$
Operations & Maintenance	5,500
Asset Management Replacement	6,000
Administration Costs	1,650
Total	\$ 13,150

Table 2 shows the cost allocation of the \$13,150 within participating Electoral Areas.

Table 2 – Cost Allocation		
	Cost \$	Cost Rate per \$100,000
Electoral Area B	2,006	0.0013186
Electoral Area E	3,556	0.0013250
Electoral Area F	2,479	0.0015877
Electoral Area G	3,106	0.0013121
Electoral Area H	2,003	0.0013774
Total	\$13,150	

As announcement of the grant award has yet to be made, the procurement and installation process will take about six months. Given this, \$6,575 is recommended to be included in the 2020 budget to cover costs for the remaining six months of 2020. Creation of a new service area requires preparation of a service establishment bylaw which will require the approval of the electors before consideration of adoption. It is recommended that the Board seek elector approval by an alternate approval process". A reserve fund will enable funds to be put aside to pay for costs related to the acquisition, repair, replacement, upgrading or improvement of the capital infrastructure of the Regional Electric Vehicle Charging Station Service.

ALTERNATIVES

1. That the Board direct staff to draft service area and reserve fund bylaws to create a new service area for the ongoing operations, maintenance and procurement of electric vehicle charging stations for Electoral Areas B, E, F, G and H.
2. That \$6,575 be included in the 2020 budget to cover six months of operational costs following procurement and installation.
3. That staff be directed to proceed with an alternative approval process for establishment of a new electric vehicle charging station service.
4. That the Board provide alternate direction.

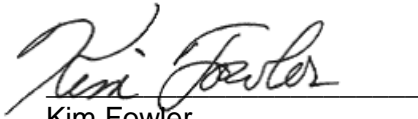
FINANCIAL IMPLICATIONS

The financial implications for the participating Electoral Area are shown in Table 2. Budget approval for the estimated cost of \$13,150 needs to be included in the 2020 budget.

STRATEGIC PLAN IMPLICATIONS

Climate Change - Develop a regional strategy for electric vehicle charging.

Creation of a servicing area and associated bylaw for Electoral Areas receiving an EV charging station will assist in developing a regional strategy for EV charging.



Kim Fowler

Manager of Long Range Planning, Energy and Sustainability

kfowler@rdn.bc.ca

October 8, 2019

Reviewed by:

- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

TO: Committee of the Whole **MEETING:** October 8, 2019

FROM: Kim Fowler
Manager, Long Range Planning,
Energy & Sustainability **FILE:** 5285

SUBJECT: Corporate Carbon Neutral 2032 Plan.

RECOMMENDATION

That the Board approve up to \$50,000 to be allocated from the Corporate Climate Action Reserve Fund to prepare a Corporate Carbon Neutral 2032 Plan.

SUMMARY

With the RDN Board's Strategic Plan goal of being carbon neutral by 2032, a new Corporate Energy and Climate Change Plan needs to be created to address corporate greenhouse gas emissions and energy reduction measures. The RDN's Corporate Climate Action Reserve Fund has been established to manage corporate energy consumption and hold carbon emissions from the Climate Action Revenue Incentive Program. This Fund is used to improve corporate energy efficiency and reduce corporate GHG emissions and is appropriate to provide support for the update of this plan.

BACKGROUND

As one of the leaders in corporate climate action in the Federation of Canadian Municipalities Partners in Climate Protection program, the Regional District of Nanaimo (RDN) adopted a Corporate Energy and Climate Change Plan (the Plan) in 2007. The Plan identified greenhouse gas (GHG) emissions and energy reduction measures to guide RDN operations over time. With the RDN Board's Strategic Plan goal of being carbon neutral by 2032, a new plan needs to be created. The estimated funds are required to review the 2007 baseline data with the operations from 2007 to 2020 to project 2032 carbon neutrality. The Plan will also recommend best management practices, priority areas and other opportunities for short-term action in our corporate practice, service areas and will include possible pilot projects. Items that will be analyzed and explored to reduce the RDN's Corporate Climate Footprint will continue to move the RDN forward in line with other innovative and responsive local governments and will include items such as energy efficiency upgrades, alternative and renewable energy generation, integrated resource recovery, fuel sources and corporate vehicles. This study will also look for innovation, research, public education/demonstration and partnership opportunities to support the continued expansion of knowledge based industry in accordance with the priorities outlined in the 2019-2022 Board Strategic Plan.

The RDN's Corporate Climate Action Reserve Fund (the Fund) has been established to manage corporate energy consumption and hold carbon emissions rebates from the Climate Action

Revenue Incentive Program. The Fund is used to improve corporate energy efficiency and reduce corporate GHG emissions and has a current balance of \$609,000. The Electric Vehicle charging station grant application through Clean BC will initially require \$222,222 from the Fund with a net final requirement of \$60,000. Funding in the amount of \$50,000 is estimated to prepare a Corporate Carbon Neutral 2032 Plan, so there are adequate funds available in the Fund.

ALTERNATIVES


1. That the Board approve up to \$50,000 to be allocated from the Corporate Climate Action Reserve Fund to prepare a Corporate Carbon Neutral 2032 Plan.
2. That the Board provide alternate direction.

FINANCIAL IMPLICATIONS

The Corporate Climate Action Reserve Fund was established by Bylaw 1650. The Fund has a current balance of \$609,000. The Electric Vehicle charging station grant application through Clean BC will initially require \$222,222 from the Fund with a net final requirement of \$60,000. Up to \$50,000 is estimated to prepare a Corporate Carbon Neutral 2032 Plan.

STRATEGIC PLAN IMPLICATIONS

Climate Change - Review and update corporate emissions plan and greenhouse gas (GHG) reduction strategy.



Kim Fowler
kfowler@rdn.bc.ca
October 8, 2019

Reviewed by:

- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer

TO: Committee of the Whole **MEETING:** October 8, 2019

FROM: K. Maynes
Project Engineer, Engineering
Services, Regional and Community
Utilities **FILE:** 5330-20-Bay Ave

SUBJECT: Bay Avenue Pump Station Upgrade – Detailed Design Award

RECOMMENDATIONS

1. That the Board approves the award for Detailed Design of the Bay Avenue Pump Station Upgrade to Koers & Associates Engineering for \$454,847 (Excluding GST).
2. That the Board approves a management reserve of \$45,485 (10% of the contract price) in order to accommodate additional expenses that may be incurred during the Detailed Design Phase of this project.

SUMMARY

A Request for Proposals (RFP) for the detailed design of the Bay Avenue Pump Station Upgrade was publicly advertised on June 27, 2019. All proponents were asked to provide a proposal for detailed design services as well as an estimate for engineering support during the construction phase of the project. The RFP closed on August 2, 2019 and three Proposals were received. The proposal received by Koers & Associates Engineering (Koers) was determined to be the highest ranked proposal.

BACKGROUND

The Bay Avenue Pump Station is a critical infrastructure component of the Northern Communities Wastewater Infrastructure located adjacent to 385 Bay Avenue in Parksville, BC. The pump station services approximately 85% of the City of Parksville and conveys wastewater to the French Creek Pollution Control Centre. The original pump station was constructed in 1978 and subsequent upgrades in 1997 and 2003 included the installation of a backup generator and an additional pump. Preliminary design for this project was completed by Kerr Wood Leidal Associates in 2017 which clarified the design criteria and conceptual layout of the pump station. These upgrades are being recommended to achieve two main operational objectives:

1. Increase Pumping Capacity:

Adequate pumping capacity at Bay Avenue is critical to achieving planned growth in the service area. A 2016 hydraulic analysis of the French Creek sewer system was completed to calculate the future expected flow rates through the Bay Avenue Pump Station due to

population growth through the year 2035. The results of this analysis concluded that the future expected flow rates will greatly exceed the current pumping capacity of the station. A capacity increase is required to reduce the risk of a future overflow at this location.

2. Meet Current Standards for Flood Construction Levels (FCL):

A preliminary design report was completed for this location in November of 2017. This report determined that the Bay Avenue Pump Station, which was built in 1978, is located approximately 2 metres below the FCL recommended in the Professional Engineer's pre-design report. An increase in the station's FCL is required to protect critical electrical and control system components at the pump station and mitigate a potential environmental release.

Three proposals were received in response to the RFP which were evaluated by RDN Staff. Each proposal was evaluated on a 60% technical, 40% financial basis. The tables below summarize the evaluation of each proposal:

Part A – Technical Evaluation:

Consultant	Score (out of 60)
Koers & Associates Engineering	55
Jacobs Engineering Group	56.7
Stantec Inc.	40

Part B – Financial Submission:

Consultant	Total Fees:	Score (out of 40)
Koers & Associates Engineering	\$ 454,847	29.7
Jacobs Engineering Group	\$ 509,550	26.5
Stantec Inc.	\$ 337,852	40

Total: Part A + Part B

Consultant	Total Score	Rank
Koers & Associates Engineering	84.7	1
Jacobs Engineering Group	83.2	2
Stantec Inc.	80	3

The proposal from Koers was determined to be the highest ranked proposal overall. The Koers proposal demonstrated a high degree of experience in completing similar projects, and an excellent level of understanding of the requirements and challenges involved in the Bay Avenue Pump Station Upgrades. In summary, this proposal:

- Meets all requirements as defined by the RFP,
- Reduces the overall scope and schedule of construction,
- Improves safety for RDN operations staff by eliminating confined spaces,

- Mitigates significant risk with regards to budgetary, environmental, and archaeological concerns throughout the construction phase of the project,
- Minimizes the impact on the Bay Avenue neighbourhood by maintaining public beach access and reducing the amount of construction at street level and on the foreshore.
- Includes a firm fee for detailed design services as well as an estimated fee for engineering support through the construction phase of the project, to be reviewed at the time of construction award.

ALTERNATIVES

1. That the Board approves the award for Detailed Design of the Bay Avenue Pump Station Upgrade to Koers & Associates Engineering for \$454,847. (Excluding GST); and that the Board approves a management reserve of \$45,485 (10% of the contract price) in order to accommodate additional expenses that may be incurred during the Detailed Design Phase of this project
2. Provide alternate direction to staff.

FINANCIAL IMPLICATIONS

The recommendations in this report are within the approved budget for this project:

Award of Detailed Design to Koers and Associates	\$454,847
Management reserve for Detailed Design (15%)	\$ 68,227

STRATEGIC PLAN IMPLICATIONS

Environmental Stewardship - Protect and enhance the natural environment, including land, water, and air quality for future generations.

- Ensuring safe transportation of liquid waste in an environmentally sensitive and popular public use area along the Parksville foreshore.

Environmental Stewardship - Continue to improve the quality of treated wastewater in the Region.

- This upgrade will greatly reduce the risk of untreated wastewater release in the Region.



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September 19, 2019

Reviewed by:

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- Randy Alexander, General Manager, RCU
- P. Carlyle, Chief Administrative Officer